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ABSTRACT

This handbook provides information related to the development and implementation of a public/private venture in the development of summer jobs for youth. Chapter I briefly describes preliminary planning. Chapter II focuses on developing a task force, including its composition, recruitment, and responsibilities. Chapter III discusses activities of the Job Development Committee, including identifying employment opportunities, soliciting corporate contributions, establishing job development headquarters, organizing and directing activities of job developers, strategy for obtaining job pledges, and establishing a process for registration and followup of employer contracts/pledges. Examples, correspondence, and sample forms are attached. Chapter IV addresses matching the employment opportunity with an appropriate candidate. Topics are contracting eligible young people; identifying resource needs; applicant interviews; matching; eligibility, certification, application; orientation; and tracking placements. Sample forms are attached. Chapter V describes essential elements to an active public relations campaign: business leaders' kick-off, recognition event, recognition letters, media coverage, editorials, publications, press inquiries, speeches and meetings, advertising, and National Alliance of Business promotional assistance. Examples are attached. Chapter VI provides forms for evaluating a local campaign. (YLB)

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SUMMER JOBS FOR YOUTH

A Public / Private Campaign

PROJECT ADMINISTRATOR HANDBOOK:

A Technical Assistance Guide for Developing
Summer Jobs for Youth in the Private Sector

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Introduction

A Summer Jobs for Youth Campaign provides the incentive to help communities put America's youth back to work. With the advent of the public/private partnership philosophy, the involvement of the business community in improving the employment outlook for youth becomes critical. Through the coordinated joint venture of public and private sectors, a Summer Jobs Campaign can strengthen existing local summer youth employment initiatives.

This guide is intended to stimulate ideas for local program administrators. It incorporates many of the concepts used in the models currently in place. Depending on the locality, some of these ideas may work better than others. However, as a working document, this guide can be modified to meet the diversified needs of localities throughout the State.

Several successful models are prevalent throughout the country and in New York State. The cities of New York, Rochester, and Syracuse as well as the counties of Westchester, Hempstead, Oneida and Orange have all been involved in public/private coordinated summer efforts with increasingly successful results.

We would like to express our appreciation to the staff of the Westchester, New York Private Industry Council and the Department of Occupational Resources in the Town of Hempstead, New York; to the Employment and Training Administrators in Syracuse, Oneida and Orange Counties and to the North Atlantic National Alliance of Business for investing their time and sharing with us their experiences, materials and expertise in the management of a Summer Jobs for Youth Campaign.

This technical assistance guide reflects what we have learned from them and others who have successful models in place . . . that Private Industry Councils and businesses are willing and ready to take a lead role in coordinating summer youth efforts, that the private and public sectors can form a partnership to develop and operate summer youth programs and that a comprehensive, well- coordinated, community campaign can pay off in jobs for youth.

We are confident that the information contained in this handbook will be helpful to you in the development of a public/private Summer Jobs for Youth Campaign. The NYS Division for Youth will be available to discuss the contents of this document and in cooperation with the NYS Job Training Partnership Council and the NYS Department of Labor will share ideas regarding the adaptation of these concepts to meet the needs of individual localities.

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I. Preliminary Planning

A Summer Jobs for Youth Campaign involves year round coordination at the local level to develop summer employment opportunities for youth. As the business community plays a major role, it is critical to gain the support of the private sector in all phases of the campaign.

Commence planning the campaign in early fall and involve all local resources including public agencies as well as private sector concerns which administer and/or sponsor youth programs. This allows for coordination of efforts while eliminating duplication of service. Among the key participants are county administrators, the Private Industry Council, local business, employment and training administrators, Youth Bureaus, Chambers of Commerce, local educational agencies, the Job Service, and community-based organizations. Community interest can be further generated by soliciting participation from public and private concerns which have not previously been involved in youth initiatives.

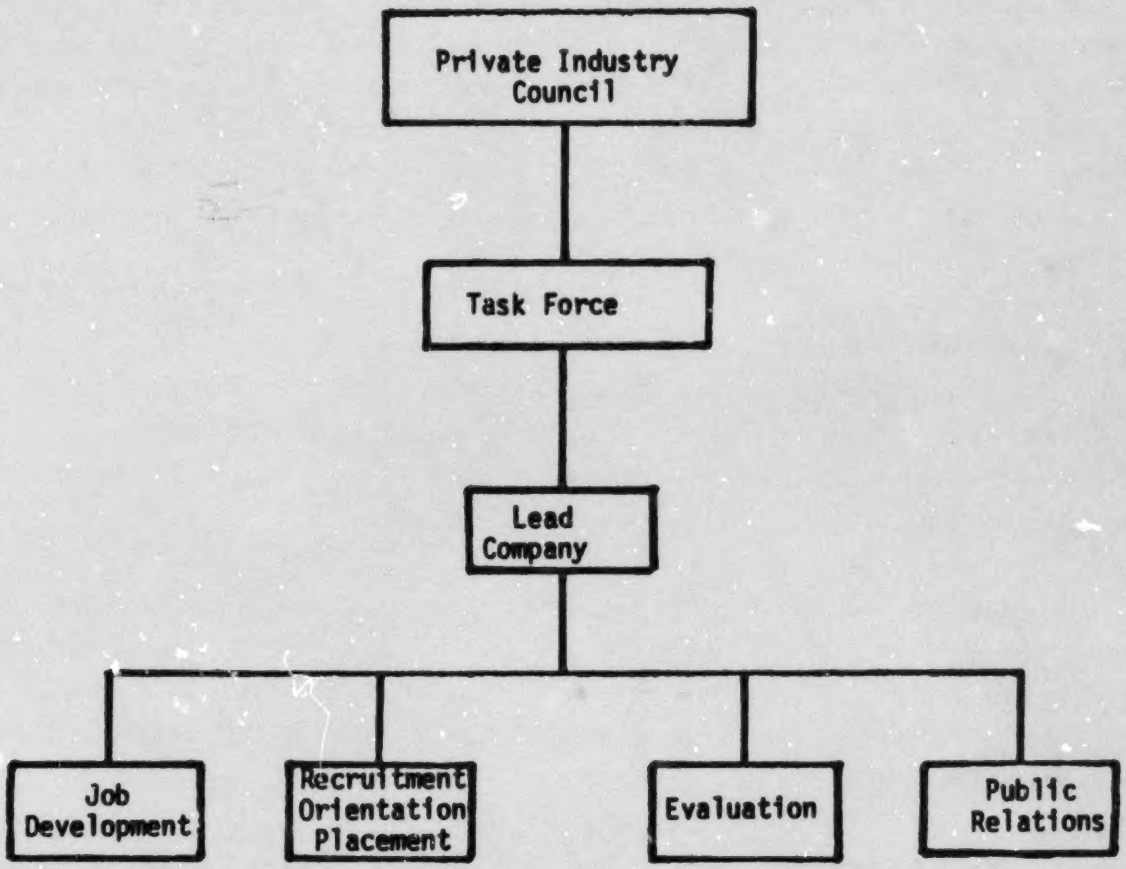
Private Industry Councils are comprised of public and private representatives and are responsible for administering youth programs under the Job Training Partnership Act. Therefore, they appear to be the natural coordinative agency and may contribute staff to provide the coordinator for the campaign and loan staff to provide technical assistance and support.

The most successful campaigns have all used similar organizational models beginning with the development of a Task Force to determine policy, establish committees and plan overall strategy. Committees are designed to carry out selective functions such as job development, job matching, publicity and evaluation.

Whenever possible, an individual from the private sector should be selected to chair the task force. While the Private Industry Council's staff coordinate the campaign behind the scenes, the Chairperson's business would represent the "lead company" for developing jobs and as such would assume a highly visible posture during the campaign.

Following is a chart outlining the recommended organizational structure for the campaign and a time table for implementing the program.

SUGGESTED ORGANIZATION CHART



II. Developing A Task Force

A. Composition

As the Task Force has overall responsibility for the campaign, recruit representatives from diversified areas including key corporations, government, local businesses and community-based organizations.

The size of the group is important as too large a group may prove to be unyielding. Ideal size ranges from 15-22 people. As noted before, it is advisable to select a business/corporation as the lead company with its representative serving as the chair of the Task Force.

B. Recruitment

In late September or early October, the Private Industry Council Director and/or the previously appointed Chairman should contact individuals and/or firms whose membership on the Task Force is desired. This contact may be done by letter or by telephone especially to a colleague. Make the request as personal as possible and emphasize previous relationships which may have been established.

Personalize an initial written contact by following up with either a visit and/or a telephone call.

A sample recruitment letter is enclosed (ATTACHMENT 1).

C. Responsibilities

Once Task Force members are identified, begin program planning through a series of meetings, forums, etc.

Activities which should be undertaken by the Task Force include:

1. Establishing Objectives
   a. Identifying the population to be served.
   b. Establishing eligibility criteria.
   c. Developing a process to involve the private sector and to operationalize the campaign.
   d. Identifying as many employers to contact as possible.

It is recommended that the setting of numerical goals (i.e., number of jobs, number of employers participating, etc.) be established in succeeding years rather than during the first year of the campaign. Use the first year of operations to pilot the organizational structure and determine the best methods of operating the program.

2. Inventory Resources

During this meeting, commence identifying available resources. These resource considerations may specifically include:

- campaign headquarters, i.e. space, furniture, telephone, utilities, and supplies
- computer resources - loan of machines or prime time
- incentives/rewards
- printing and postage for mailings
- PR materials
- expenses for employer kick-off and recognition activities, i.e. facilities and refreshments.

In addition, a plan should be developed to obtain resources which cannot be provided by the Task Force members.

Identifying resources needed to administer the campaign will more than likely be on a continuing basis, at least for the first year of the campaign, as new considerations will surface as the campaign progresses.

3. Identify Committee Work

For the program to be successful, certain functions need to be accomplished which can best be addressed by a committee structure.

The following four committees have been used by other programs to carry out campaign business:

- Jobs Committee
- Matching of Youth to Jobs
- Public Relations
- Evaluation.

TIMETABLE FOR SUMMER YOUTH PROGRAM ACTIVITIES

OCTOBER

- Begin program planning
- Establish Task Force
- Formulate objectives
- Inventory resources
- Identify committees

NOVEMBER

- Committees hold first meetings
- Secure office space
- Develop strategy for obtaining job pledges

DECEMBER

- Obtain major corporate commitments
- Set up computer system for job sorting, matching

JANUARY

- Review overall program development to date

FEBRUARY

- Schedule and train Job Developers
- Develop theme/logo
- Begin design and printing of letters and public relation materials

MARCH

- Begin letter campaign and phonathon
- Develop intake and application sites
- Begin follow-up letters and calls on job pledges and corporate contributions
- Begin youth recruitment

APRIL

- Continue recruitment of youth
- Screen and match youth with jobs
- Begin SJFY and TJTC eligibility certification
- Schedule kick-off event/press conference

MAY

- Begin TJTC vouchering
- Start pre-employment training sessions for youth
- Begin making placements
- Continue job matching
- Youth begin working

JUNE

- Job development completed early June
- Job matching completed mid-June
- Continue pre-employment training sessions for youth
- Begin tracking placements
- Other youth begin work
- Youth employment counseling

JULY

- Continue tracking placements
- Publicize activities
- Continue youth employment counseling

AUGUST

- Continue youth employment counseling
- Program evaluation begins
- Campaign recognition event - late August

SEPTEMBER

- Evaluation completed late September

Attachment 1

SAMPLE

October 1, 1983

Mr. John A. Smith, President
Smith Corporation
Corporation Parkway
Big City, New York

Dear Mr. Smith:

The summer job situation for youth in 1984 is a matter of great concern. Last year even though federal funds provided jobs for x disadvantaged youth, y could not be placed.

Federal money has not yet been allocated for 1984, but the anticipated funding will result in an even greater shortage of placements.

Faced with this clear need, the Big City Private Industry Council is planning to initiate a private sector summer job campaign with Big City County and the business community, patterned on successful partnership programs conducted in other locations including New York City, Westchester and Syracuse.

The purpose of the campaign will be:

1. To alert employers to the need.

2. Provide a convenient channel for companies to pledge jobs and an efficient mechanism for matching the correct youth to the appropriate job.

3. Coordinate the activities of existing youth employment programs. The intent is to supplement, not supplant, the effective programs already in place.

The Smith Corporation could play a critical role in the campaign. To this end, we would like to invite a representative of Smith Corporation to become a member of the Task Force of senior executives that will be directing the campaign. As the plan develops, Smith Corporation can determine the nature and scope of its participation in the campaign.

As the Task Force must begin its work in late October, we would appreciate it if you would recommend a Smith Corporation representative as soon as possible. We would also welcome any suggestions you may have to make this important effort successful.

Sincerely,

_____, Director

_____ PIC

III. Job Development

Perhaps the key ingredient to the success of this program is identifying and securing sufficient job pledges for participating youth. Working closely with the Public Relations Committee, a primary responsibility for this group is to develop strategies to identify and contact potential employers.

The lead company should be in the forefront of this committee, highly visible in the community and in the media as a strong advocate for the campaign.

As private sector employers tend to be more receptive to their colleagues, it would be beneficial to place the task force members representing the private sector on this committee. In addition, they may be able to loan staff to undertake the role of Job Developers.

In order to fully utilize the community expertise and resources, establish linkages with other job development resources (i.e., Job Service, Youth Employment Services) whose primary purpose is job placement in the private sector.

Job Development Committee activities include:

A. Identification of Employment Opportunities

The committee needs to establish the types of job commitments desired for the campaign. These may include:

- open-hiring announcements
- preferential consideration to SJYP referrals
- confirmed job pledges.

B. Solicitation of Corporate Contributions for Operations and Internships

Request contributions of facilities and materials, manpower, and dollars from companies unable to employ summer workers. Companies should also be given the option of funding job internships in non-profit agencies.

1. Operations

In lieu of cash contribution or job slots, the business community may be willing to devote time, effort and resources toward the success of a countywide, joint effort to create summer jobs in the private sector for youth. Resources may include space, staff, telephones, printing, audio-visual presentations and other professional services on a high priority basis.

2. Internships

Companies unable to employ summer workers may be amenable to contributing funds to support the employment of disadvantaged youth in non-profit organizations.

The cost for a corporate sponsorship should be established by the jobs development committee prior to the beginning of the campaign. When determining the cost, consider the number of hours and weeks based on no less than the minimum wage rate.

PLEASE NOTE: The Targeted Jobs Tax Credit program may serve as a catalyst for obtaining summer job commitments in the private sector for youth. Under the summer component of the program, private sector employers (i.e., those paying Federal Unemployment Tax) who hire economically disadvantaged youth ages 16 and 17 between May 1 and September 15 may claim a tax credit of 85% of the first $3,000 in wages paid for any ninety day period within this time period. Economically disadvantaged youth 18-24 years old qualify for the program year round with a private sector employer eligible to claim a tax credit of 50% of the qualified first year wages for the youth and a tax credit of 25% for the qualified second year wages.

In addition, an employer who has no opening for summer youth but is amenable to "hiring" a youth and placing him/her in an internship in a non-profit agency, may also be eligible for the Targeted Jobs Tax Credit.

Request that non-profit agencies seeking internship grants file an application describing the nature of the programs and the tasks to be performed by the interns (SEE ATTACHMENTS 2a and 2b). Select internship sites on the basis of their

learning potential for the interns and their geographic distribution. Candidates should be referred by the Summer Jobs for Youth Campaign with the final selection made by the hiring agency.

It is suggested that internship funds be given to the agencies in equal installments with the interns paid directly by the agencies.

C. Establishing Job Development Headquarters

If adequate resources have not already been secured by the Task Force, the Job Development Committee should identify those which need to be secured and a plan to obtain them. Resource contributions may include:

- location (if campaign headquarters cannot accommodate the job developers)
- equipment i.e., furniture, telephone, utilities, and supplies
- staff i.e., job developers, administrative, clerical; loaned, paid (by whom), volunteers.

D. Organizing and Directing Activities of Job Developers

As soon as possible, obtain commitments for Job Developers for a two-week period. A core of workers will be needed during the early winter months to obtain major business/corporate commitments.

- Secure committee members or staff from their companies to function as Job Developers. See letter of confirmation used by Westchester County (ATTACHMENT 3).
- Schedule Job Developers
- Set up and schedule training for Job Developers. Heavy emphasis needs to be placed on a complete training program for all Job Developers. Training should be conducted by staff and loaned executives if possible to provide:
  - . background information on SJYP
  - . benefits of the program for employers
  - . telephone and sales techniques
  - . calling/recording procedures.

E. Strategy for Obtaining Job Pledges

The Job Development Committee and Publicity Committee of the Task Force institute the strategies to identify and contact potential employers. Whenever feasible, it would be beneficial if private sector business representatives could discuss the program with their colleagues on a personal level.

The majority of the contacts, however, will probably be made either through mailings or through the Job Developers.

1. Letter Campaign

In early spring, a mass mailing should be sent to the business community alerting them to the goals and objectives of the Summer Jobs for Youth Campaign. Coupled with this background information is a request for assistance in the campaign through company commitments of staff, jobs or contributions. A return form should be included which can be readily submitted to the Committee Headquarters.

Four (4) letters used by Orange, Syracuse, Oneida Counties and the Town of Hempstead are included (ATTACHMENTS 4a, 4b, 4c, and 4d).

In addition, letters from a company on the Task Force to its sister companies or to its customers or clientele may also be advantageous. ATTACHMENT 5 is an illustration of a letter sent by a bank in Westchester County to its customers who operate businesses asking them to participate in the program.

2. Phonathon

The role of each Job Developer is to make the initial telephone contact with businesses to be reached during the campaign and to gain the employer's commitment of jobs to this program.

Jobs Committee project staff need to organize the procedures to be used for the telephone solicitation.

Job Developers should be provided with:

- a list of employers' names and telephone numbers
- blank worksheet forms on which they can record the outcome of their contact with individual employers
- job order forms on which they will record the details of the jobs committed.

Job Developers may want to include the following reasons for program participation when contacting employers:

- Opportunity to substitute for vacationing employees
- Targeted Jobs Tax Credit (TJTC)
- Opportunity for employers to specify their needs and requirements to receive a qualified candidate through computer matching process.

To encourage a reasonable level of productivity from the Job Developers, several motivational strategies may be desired including: daily productivity goals, summary of jobs developed as well as other charts and graphs which monitor the job development phase.

See ATTACHMENT 6 for information which Westchester County utilized in orientating their Job Developers on telephone techniques.

F. Establishing Process for Registration and Follow Up of Employer Contacts/Pledges

If a computer is available for use by the project, program it to record and sort employer contacts, corporate pledges or contributions, employment types and locations. In addition, by placing terminals in locations accessible to Job Developers, the computer can be used to avoid multiple employer contacts.

1. Call Records

To avoid duplication of effort and to ensure the most efficient use of staff time, log all contacts with employers on a master call record. By so doing, an ongoing record will be established and can be used for future follow up and reference purposes.

In addition, keep a record of calls made by each Job Developer in case additional information is needed.

2. Job Order Form

When contacting an employer, it is important for the Job Developer to record basic information from the employer about the job pledge or corporate contribution. See pledge form used by Orange County (ATTACHMENT 7a) and sample form for job pledge/corporate contributions (ATTACHMENT 7b).

3. Job Pledge/Corporate Contribution Record

- A master Job Pledge File should be kept for all job orders sorted by critical factors such as geographic area or age requirements.

- A master list of all corporate contributions by company name should also be maintained.

4. Employer Acknowledgement Letters

As soon as a Job Developer has made contact with an employer, confirm the discussion with a follow-up letter.

Sample letters used by Westchester County illustrate the follow-up sent to employers who indicated:

- participation through job pledges or corporate contributions
- non-participation

(SEE ATTACHMENTS 8a - 8d)

5. Follow-Up Records on Job Pledges and/or Corporate Contributions

Finally, it is important for Job Developers to catalogue all follow-up calls to companies regarding job pledges in date order to preserve continuity and to eliminate excessive employer contacts

TIMETABLE FOR JOB DEVELOPMENT COMMITTEE

OCTOBER

NOVEMBER

- Secure office space if campaign headquarters cannot accommodate
- Develop strategy for obtaining job pledges

DECEMBER

- Obtain major corporate commitments
- Set up computer system for job sorting, matching

JANUARY

FEBRUARY

- Schedule and train Job Developers

MARCH

- Begin letter campaign and phonathon
- Begin follow-up letters and calls on job pledges and corporate contributions.

APRIL

- Liaison work with Job Matching Committee to sort jobs

MAY

- Liaison continues to work with Job Matching Committee
- Youth begin working

JUNE

- Job Development completed early June

JULY

AUGUST

SEPTEMBER

- Complete evaluation questionnaire

Attachment 2a

CORPORATE COMMUNITY JOBS PROJECT
AGENCY APPLICATION

AGENCY _____ PHONE NO. _____

ADDRESS _____
STREET CITY ZIP CODE

INTERN'S JOB TITLE _____

DATES OF EMPLOYMENT _____ TO _____

WORK SCHEDULE _____
DAYS/HOURS

SPECIFIC DUTIES (Provide complete description of all duties intern will perform.)

_____

_____

_____

_____

TRAINING PROVIDED (Provide complete description of training that will be provided by supervisor.)

_____

_____

_____

_____

Describe any special skills, interests or abilities you require or feel are desirable.

_____

_____

_____

_____

I understand that the intern is to be provided with meaningful career experience which will provide the above indicated training. In addition, I will provide:

a. adequate supervision.
b. accurate account of daily time and attendance.
c. evaluation of intern's work.

SIGNATURE OF AGENCY DIRECTOR _____ DATE _____

Attachment 2b.1

Corporate Community Job Project
1982 Fact Sheet

1. Program Description

The CCJP is a program whereby Westchester corporations underwrite the salary of one or more interns to work in a community agency. Student interests are matched with agency needs so interns gain valuable work experience helping local agencies provide needed services.

2. Administration

a. Project Period: July-August 1982.
b. Age of Participants: 16 through 21.
c. Hours: Flexible to meet the needs of both agency and intern.
d. Pay: $800.00. (Minimum wage of $3.35 per hour 30 hour per week for 8 weeks).

3. Awarding of Grants

a. Grants will be awarded based on:

1. Learning potential of the work.
2. Training and supervision offered.

b. Those agencies selected as worksites will receive $800.00 for each intern. The agency will be required to cover the FICA liability. The funds are specifically designated for payroll and may not be used for supplies, equipment or other support items.

c. The recipient agency will be deemed the employer and solely responsible for any insurance required. Neither the Project, the contributing corporation or Westchester County have any responsibility as employers.

4. Responsibilities of Recipient Agencies

a. To interview and select interns.
b. To clearly define the task to be done.
c. To provide close supervision, instruction and guidance.
d. To provide necessary space and equipment.
e. To keep daily time records which will be available for inspection by a CCJP representative.
f. To provide all necessary insurance.
g. If requested, to provide periodic evaluation of the interns' performance.
h. To report to the CCJP coordinators any problems with absenteeism, tardiness or poor work performance.

5. Procedure for Payment

a. An agreement will be signed by the agency outlining the agency's responsibilities.

b. At the beginning of July, checks equal to one-half of the total grant will be sent to each recipient agency.

c. The recipient agency will keep time sheets and appropriate payroll records. They will pay the intern regularly, preferably weekly, but at least semi-monthly.

d. An agency may terminate an unsatisfactory intern after consultation with the CCJP Coordinator, who will determine whether a replacement will be made, or the unexpended funds transferred to another agency.

e. On or before July 24th, each agency will report to the CCJP Coordinator any unexpended funds from the initial part of the grant.

f. On or before August 15th, the Corporate Community Jobs Project will issue a check to each agency for the balance of the grant.

g. At the end of the summer, any unexpended funds will be returned to the CCJP.

William E. Olson
Peoples Westchester Savings Bank
Chairman
Summer Jobs For Youth

Alfred B. De Bevo
Security Bridge

George J. Delaney
ConEdison
Chairman
Westchester Private Industry Council

James J. Curran Jr.
Peoples Westchester Savings Bank
Project Director

Dr. George Nash
Acting Director
N.Y.C. Employment & Training

Lloyd D. Jones
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Private Industry Council

Task Force members:

Arthur Bernacchia
Liberty Lines

Charles Biggar
IBM

George Colin
Colin Service Systems, Inc.

Joan Gilbert
Texaco, Inc.

Jack Heim
A.T. & T. Long Lines

Irving Kern
Derwood Foods

Sister Dorothy Ann Kelly
College of New Rochelle

John J. Krug
CIBA-Geigy

Octave LaBeet
Bank of New York

Mitchell Madres
Westchester Marriott

Rosalind Mariani
Yonkers Federation of Teachers

Lester Moran
Bloomingdale's

Edward J. O'Gorman Jr.
NBW Division-Lincoln First Bank

Salvatore Quaranta
Mt. Vernon Chamber of Commerce

Richard Rumsey
Westchester-Rockland News

Richard Schaab
Union Carbide

Brenda Schofield
General Foods

S. J. Schulman
Westchester County Assn.

Valerie Somerville
Westchester Community
Opportunity Program

Marina Stron
Reader's Digest

Harold Vogt
County Chamber of Commerce

William Weiser
New York Telephone

Joseph Wyka
Westchester Coalition

Al Zambarano
Citibank

John Zambetis
WRAS-WVCR Radio

JOBS

Dear

Thank you for joining us in the 1982 Summer Jobs For Youth Campaign. The purpose of the project, as you know, is to find jobs for young people and give them an opportunity to discover and develop their talents. We believe the project will enable employers to find qualified summer help. It's an important assignment that I think you and I can help make a success.

Our Campaign Headquarters is located at:

CIBA-Geigy Building #2
444 Saw Mill River Road
Ardsley, New York 10502

That's where you will be working while you are with us.

You have been scheduled to be with us on the following days:

Our usual hours will be 9 to 5. Parking is available, or the number 5 bus stops in front of the building.

Also, N.Y. Telephone Company has designed a special orientation program, which I think you will find very helpful. This orientation will be given twice at the CIBA-Geigy Campaign Headquarters:

Monday, April 12th 9-11
Tuesday, April 13th 9-11

Please try to come to whichever of these training sessions is most convenient for you.

I'm enclosing a fact sheet with information on the project. If you have any questions, please call me at 478-3131, or our campaign coordinator, Rhoda Barr at 682-7577.

I look forward to meeting and working with you on what I think you will find to be a most interesting and worthwhile project.

Sincerely,

James J. Curran, Jr.
Campaign Director

JJC/dj

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Attachment 4a

orange county

Private Industry Council

75 Webster Avenue Goshen, NY 10924 (914) 294-8146

Louis Heimbach
County Executive

Sheldon C. Liss
Council Chairman

Bruce Cohen
Director

Christopher J. Dunleavy
Deputy Director

Dear Business Executive:

Summer jobs help our young people to earn the money to continue their educations---and help prepare them to become productive adults.

To provide opportunities for the young people most in need of a summer job, the Private Industry Council is sponsoring a Summer Jobs for Youth Campaign. In order to make this a successful, coordinated effort, the Council is working together with the:

- Orange County Chamber of Commerce in Middletown
- Eastern Orange County Chamber of Commerce in Newburgh
- Tri-States Chamber of Commerce in Port Jervis
- Local offices of the New York State Job Service

We are asking you to review your staffing needs to see whether you can hire at least one young person this summer to substitute for vacationing employees and to assist your staff in entry-level tasks.

After we receive your specific job requirements, you will have the opportunity to select from a group of pre-screened, job ready young people. Most of these young people qualify for the Targeted Jobs Tax Credit which means that you can get a federal tax credit of up to 85% of your summer employee's wages.

By taking advantage of this tax credit you can hire young people this summer for as little as 50¢ an hour.

We encourage you to pledge one or more summer jobs by completing and mailing the enclosed postpaid postcard. You will then be contacted by phone to ascertain your specific job requirements.

If you have any questions, please call the Private Industry Council staff at:

- 294-8146.....(Goshen exchange)
- 565-6325, Extension 412 (Newburgh exchange)
- 342-5871, Extension 412 (Middletown exchange)

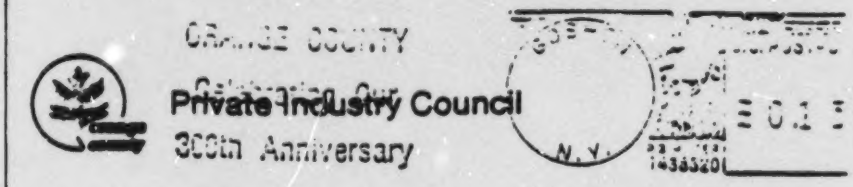
Thank you for your support in this important effort.

Yours truly,

Sheldon C. Liss

Louis Heimbach

Attachment 4a.1



SUMMER JOBS FOR YOUTH CAMPAIGN
PRIVATE INDUSTRY COUNCIL
75 WEBSTER AVENUE
GOSHEN, NEW YORK 10924

County Executive Heimbach & PIC Chairman Liss:

You can count on us. We would like to hire _____ young people this summer.

We understand that all applicants referred to us by the Private Industry Council will be pre-screened, and our company will make the final determination on hiring.

To find out our job requirements, please contact:

CONTACT PERSON _____ TITLE _____

COMPANY _____ PHONE _____

STREET _____

CITY _____ STATE _____ ZIP CODE _____

Attachment 4b

Summer Jobs For Youth

1300 Civic Center, 421 Montgomery Street, Syracuse, New York 13202 425-2250

CHAIRMAN
Richard F. Torrey
Niagara Mohawk Power Corporation

HONORARY CO-CHAIRMEN
County Executive John Mulroy
County of Onondaga
Mayor Lee Alexander
City of Syracuse

PROJECT DIRECTOR
Patricia F. Crowe

EXECUTIVE COMMITTEE
Sylvia L. Chambers
Xerox Corporation
John Chapple
Syracuse Cable Systems
David J. Connor
Carrols Development
Irwin Davis
Metropolitan Development Association
George D. Krempley
INA/Aetna
Joseph A. McCarthy
J.C. Penney Company
Terry Meyers
Bristol Myers Company
Leon E. Modeste
Urban League of Onondaga County
Thomas D. Muller
Marine Midland
John F. Mungovan
PEACE, Inc.
John F. Osta
Syracuse Board of Realtors
Walter Patulski
Connecticut Mutual Life Insurance Company
James B. Schneider
Manufacturers Association of Central New York
Irwin G. Schultz
Greater Syracuse Chamber of Commerce
Earl L. Sherlock
C.E. Chappell & Sons
Thomas Tuttle
Northwestern Mutual Life Insurance
Joseph N. Walsh, Jr.
New York Telephone Company
Marlin A. Yenawine
Eastern Ambulance Service, Inc.

March 1, 1983

Dear :

This is a job for the private sector . . .

Unless we can make a difference, more than 1,000 economically disadvantaged youths, ages 16 to 21, will be unoccupied through a hot summer in Syracuse and Onondaga County.

How can we change that? We look forward to sharing the 1983 Summer Jobs For Youth plan with you at a luncheon meeting scheduled for 12 noon, Wednesday, March 9th, in the auditorium at Niagara Mohawk Power Corporation, 300 Erie Blvd., West.

At the luncheon, we will provide you with a brief report on last year's results, the dimensions of this year's problem, and then outline the important role you can play with a minimum of effort and cost.

The big news is that in 1983, thanks to broadened federal legislation, you can obtain tax credits of up to 85% of wages paid to eligible 16-17 year olds (50% tax credit for eligible 18-21 year olds).

In addition to the satisfaction of helping to meet a serious community problem, your business can enjoy a real benefit from this tax credit program. We should have details for you at the March 9th luncheon.

May I urge you now to review your summer employment needs and as a leader in this community, commit yourselves to this challenge. Hopefully, you will be able to provide us with your job pledges (or tax deductible contribution pledge) in advance of or at the luncheon on March 9th. If not, please join us anyway as we take advantage of this opportunity for the private and public sector to pull together for the common cause - youth employment.

Sincerely,

Richard F. Torrey
Chairman

A private sector initiative to employ disadvantaged youth during the summer of 1983

Sponsored by: The Manufacturers Association of Central New York . . . Greater Syracuse Chamber of Commerce . . . Metropolitan Development Association . . . County of Onondaga . . . City of Syracuse

Attachment 4c

PRIVATE INDUSTRY COUNCIL

209 ELIZABETH STREET • UTICA, NEW YORK 13501 • PHONE 315/733-4639

ARMAND J. MASTRACCIO
Executive Director

May 23, 1983

Dear Employer:

We are writing to you as a fellow member of the Oneida/Herkimer/Madison business community. We feel the objective and the need worthy enough to justify our calling the 1983 Tri-County Summer Jobs For Youth Campaign to your attention.

We all know the importance of work in our lives. Many young people are seeking jobs this summer. They want and need jobs that can prepare them to be productive adults as well as to provide for their own education.

Young people in 1983 face their biggest challenge--especially minority youth--in finding employment. It was tough for many of us to find that first job. This summer more young people than ever face fierce competition in the job market. America's young people need a chance to work.

The Private Industry Council seeks your support.

We are asking you to review your needs to see if you can hire one or more summer employees this year to fill in for vacationing employees, to clear up backlogs, or to assist your business with entry-level tasks.

We need your help to hire a young person this summer. Join us in this vital effort. Return the enclosed pledge card today. Make an investment in our youth.

Sincerely,

Armand Catanese

Armand Catanese
Chairman
Summer Jobs For Youth Task Force

AC:ls

P.S. As an added bonus this summer, your business may save in taxes by taking credit for hiring eligible young people. Many of the youth hired will qualify you for a Targeted Jobs Tax Credit of up to 85%.

Attachment 4c.1

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

BUSINESS REPLY CARD

First Class Permit No. 685 Utica, New York

Postage will be paid by addressee

PRIVATE INDUSTRY COUNCIL
Summer Jobs for Youth
Campaign - 1983
209 Elizabeth Street
Utica, New York 13501

SUMMER JOBS FOR YOUTH - 1983
PLEDGE FORM

Yes, our company wants to invest in young people this summer. We will pledge _____ summer jobs for this special campaign.

Name_____Title_____

Company_____Phone No. _____

Address_____

_____

Contact person for follow up_____

We are ☐ are not ☐ interested in the **TARGETED JOBS TAX CREDIT**
A task force member will contact you regarding this pledge.

SUPPORT SUMMER JOBS-FOR-YOUTH
LET'S GET ALL OF AMERICA WORKING AGAIN

Attachment 4d

TOWN of HEMPSTEAD

DEPARTMENT OF OCCUPATIONAL RESOURCES

50 Clinton Street, Hempstead, N.Y. 11550 (516) 485-5000

THOMAS S. GULOTTA
Presiding Supervisor

JAMES D. BENNETT
Supervisor

CLINTON C. BOONE
Commissioner

Dear Business Community Member:

As you are aware, the spring brings forth a large group of youngsters who, at the end of the school year, are looking for the opportunity to fill a summer job, either as a full or part time employee.

You, the respected member of the Town of Hempstead business community, are the vehicle of hope that these young people need. You have the jobs these economically disadvantaged young people are seeking.

We in the Department of Occupational Resources of the Town of Hempstead would like to put forth a proposal. We would like to form a partnership between the members of the Town business community and the Town government.

As our part in the partnership, we would recruit and establish a pool of potential workers, comprised for the most part of students on vacation from high school or college. We will screen them in cooperation with local school district youth coordinators, so that any and all of your requirements can be met. You make the final selection.

Additionally, under the new Job Training Partnership Act, there are financial incentives available to you when you take advantage of our service, in the form of large tax credits or partial reimbursement of salaries paid to workers referred by us.

Here is the way these plans work. Under the tax credit plan, youths must be 15 or 17 years of age and initially hired between May 1st and September 16th. Employers may claim a tax credit of 85% of the first $3,000 in wages paid for any 90-day period between these dates. For extended periods of employment, additional credits are available.

In the partial reimbursement plan, 50% of all wages paid out to the workers over the summer, are refundable to the employers at the end of the summer.

Your portion of the partnership would be to supply the knowledge to help these youngsters move smoothly into the world of work.

Presiding Supervisor Thomas S. Gulotta, Private Industry Council Chairman Marvin Zuckerman and I would greatly appreciate your filling out and returning the enclosed information card, so that we can get a firm handle on the Summer Youth Employment Program.

Let us join hands in this partnership against unemployment and reap the benefits.

Sincerely,

Clinton C. Boone

Clinton C. Boone
Commissioner

CCB/MLO:ekp
Enclosure

Attachment 4d.1

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

BUSINESS REPLY MAIL
FIRST CLASS PERMIT NO. 47 HEMPSTEAD, N.Y.

POSTAGE WILL BE PAID BY ADDRESSEE

DEPARTMENT OF OCCUPATIONAL RESOURCES
TOWN OF HEMPSTEAD
50 CLINTON STREET 4th FLOOR
HEMPSTEAD, NEW YORK 11550

t: Michael L. Oddo

___ YES. I AM INTERESTED IN FURTHER INFORMATION ON SUMMER YOUTH EMPLOYMENT.

___ FURTHER INFORMATION ON TAX CREDITS.

___ FURTHER INFORMATION ON CASH REIMBURSEMENT.

___ FURTHER INFORMATION BUT ON NON SUBSIDIZED PART OF PROGRAM.

___ NOT INTERESTED IN PARTICIPATION IN SUMMER YOUTH PROGRAM, BUT INTERESTED IN HIRING FULL-TIME ADULT WORKERS ON A CASH REIMBURSMENT PROGRAM.

___ NOT INTERESTED IN PARTICIPATION.

COMPANY _____

ADDRESS _____
STREET POST OFFICE ZIP

PERSON TO CONTACT _____

TELEPHONE _____ EXTENSION _____

Attachment 5

Dear

We are writing to you as a fellow member of the Westchester business community. At the risk of duplicating any previous mailings to you, we feel the objective and the need worthy enough to justify our calling the 1982 Westchester Summer Jobs For Youth Campaign to your attention.

We all know the importance of work in our lives. Thousands of Westchester youths are seeking jobs this summer. They want and need jobs that can prepare them to be productive adults as well as to provide for their own education.

The cutbacks in federal funding and the uncertain economy have inspired the Westchester County Association, together with the local Chambers of Commerce and the Westchester Private Industry Council (PIC) to encourage participation from the Westchester business community for a coordinated Summer Jobs For Youth Campaign, 1982.

A Task Force of twenty-one major Westchester employers has assembled the materials and manpower necessary to make this program work for you the businessman. The program benefits the business community by providing, without charge, a pre-screened placement service with a special "business world" orientation for young workers ages 16 to 24.

We are asking you to review your staff needs to see if you can hire one or more summer employees this year to replace vacationing staff, eliminate backloads, or to assist your skilled personnel with entry level tasks.

As an added bonus many of the youths hired will qualify the employer for a Targeted Jobs Tax Credit of 50% of the wages paid. The Campaign staff handles all certification requirements for this credit.

To register your jobs, or for more information, call 478-3131, extension 2823.

Sincerely,

Attachment 6.1

ESSENTIALS OF TELEPHONE TECHNIQUE

IDENTIFY YOURSELF AND YOUR ORGANIZATION: Use your full name.

STATE YOUR COMMON BOND: In this case refer to the letter that Dr. Ziegler sent to the prospect. Always assume that the prospect received, read and remembers the letter.

CREATE INTEREST: State the purpose of your call and quickly get to the point. Ask a question or make a statement which demands a response from the prospect (make him part of the conversation).

DELIVER YOUR MESSAGE: Stress benefits, not features (see benefits on attached sheet). Be careful not to mention all your benefits immediately, or you'll be repeating yourself during the rest of the conversation. Also, stress how many businesses are taking advantage of this program, and if possible, mention a prominent business within the prospect's industry that is participating.

OBJECTIONS: Never argue. On the contrary, treat objections as expressions of interest (after all, he's still on the phone with you and hasn't hung up. He is giving you an opportunity to talk him into it). Restate the objection so that there is no doubt you and he understand each other. Reply with phrases such as, "I'm glad you brought that up..." or "Others have also asked that same question, Mr. Smith, and I'm glad to explain..." Respond to the objection (see Responses to Objections on the attached sheet) and immediately follow with another benefit to steer the prospect back on the track. (Always agree with the prospective employer. There is no argument if you agree with his statement).

CLOSE THE PRESENTATION: Create an air of immediacy. While his interest is high, get on to the job form and ask him for facts about what he needs. At the right time, stop talking and make psychological use of the pause. The prospect will feel compelled to break the silence...with the response you want.

WRAP UP: Restate the agreement. A reinforced agreement is far less likely to be cancelled. Always thank the prospect by name.

FEATURES	BENEFITS
PRE-SCREENING	- You save time finding good workers -- only motivated, job-ready young workers are sent out to interview.
	- You get people who will meet your qualifications and pass your interview tests.
ORIENTATION	- These young workers are aware of employment standards, such as the importance of being there on time, and will perform as regular employees.
	- These young workers really appreciate the opportunity of doing your entry-level jobs, and will give you their all.
PLACEMENT SERVICE	- Backfill for your vacationing employees.
	- Job interviews scheduled at times convenient for you.
	- You can get as many workers as you want, who will be ready when you want them.
	- If you normally use an agency to find temporary help...this program will save you agency fees.
DESIGNED BY BUSINESSMEN	- This is the business community's realistic solution to the youth employment problem...employers benefit as well as young people.
	- Besides bringing immediate benefits to employers and young people, the program prepares our future work force.
MAINLY HIGH SCHOOL STUDENTS	- Many of these young people have worked before, and will have good references from their previous jobs.

ELEMENTARY DO'S AND DON'TS

1. PREPARE MENTALLY

Turn off your own concerns and concentrate on the prospect's needs. You should be enthusiastic and positive.

2. PREPARE PHYSICALLY

Have all the needed "props" readily available (job order forms, benefit sheet, objections sheet, pens, etc.)

3. PUT YOURSELF IN THE OTHER PERSON'S SITUATION

Constantly remind yourself that the purpose of the call is to gain a commitment by providing helpful information that the prospect will be glad to hear. You're supplying a service that he can use — you're helping him.

4. KEEP SMILING

It may sound silly, but when you "Dial with a Smile" the person on the other end will hear it.

5. PITCH OF VOICE

Since the other person can't see you, your voice becomes even more important than in face-to-face conversation. The pitch should not be too high or shrill, or too low or gruff. Keep your voice friendly, natural, conversational and full of confidence.

6. RATE OF SPEECH

No one likes to be "attacked" by a fast talking salesperson. Too slow a delivery invites impatience and interruption. You should try to speak a little faster and a little louder than the prospect. Of course, never exaggerate or oversell.

7. BE A GOOD LISTENER

When two people are talking, no one is listening. Good telephone communicators are good listeners. They let the prospects ask questions. They know how to pick up signals that the prospect is ready to make a decision.

8. DON'T BE IN A HURRY TO HANG UP

Restate what has been agreed to so there can be no misunderstanding. Thank the person by name before hanging up.

I'm too busy to discuss this now.	"I realize someone in your position is very busy. I'm sorry if I've called you at a bad time. May I call you back at _____ or _____. (forced choice)."
I've participated in these programs before and I've had nothing but trouble. The kids just don't work out.	"I'm glad you brought that up, Mr. Smith. Since these young people are carefully pre-screened, you'll be getting highly motivated, responsible workers. Only job-ready workers are referred to your company for interviews."
I don't want to get involved. If I agree to hire someone who doesn't work out, I'm stuck with him.	"I certainly understand your feelings, Mr. Smith. Let me assure you that this is NOT a counseling program. As an employer you retain all your rights and privileges to hire or fire, to accept or reject."
How do I know you'll send me people who are qualified for my jobs?	"We have a streamlined matching procedure to ensure that only qualified candidates are sent to you for interviews and he/she knows the type of work you require before being referred."
I'm not interested in another "do-good" program.	"I certainly understand, Mr. Smith, but this is NOT a do-good program. While it is true that a young person would greatly benefit from a job with your company, YOU get the kind of motivated worker you want for your business."
I just don't need anyone.	(If the employer sounds as if he really doesn't need anyone, thank him and end the conversation...BUT, if you feel he's just not ready to commit...."Mr. Smith, since situations do sometimes change, and you may find later that your company could use extra help this Summer. May we call you back _____?"
I'm already committed to another program.	"That's fine; I certainly commend you for your response to our community. Could you possibly use just one more, from our program?"

Attachment 6.5

SCRIPT I

"Good morning/afternoon."

"May I speak with Mr. _____?"
(IF AVAILABLE PROCEED TO 1)

IF NOT AVAILABLE SAY -
"This is _____ calling for the Summer Jobs for Youth Campaign. Are you familiar with the letter that was sent to Mr. _____?"

(IF FAMILIAR PROCEED TO 3)

IF NOT FAMILIAR -
Ask for the name of the person in charge of employment.

Call responsible party and proceed to 1.

1. "Good morning Mr. _____. This is _____ calling from the Summer Jobs for Youth Campaign."

2. "I'm calling in reference to the letter that Dr. Ziegler, Corporate Vice President for CIBA-GEIGY, sent to your company about the Summer Jobs for Youth Program."

3. "The Westchester County Association and your local Chamber of Commerce have sponsored this program. We are trying to find Summer jobs for young people between the ages of 16 and 21 by locating entry-level job openings in private businesses in the Westchester area."

   "I'm hoping you'll be able to participate in our program, and I'll be happy to give you additional information or answer any questions you may have."

   "If you have any openings for entry-level jobs this Summer, we can provide you with pre-screened, highly motivated young people. I hope you'll give us the opportunity to fill these openings."

   "May we arrange some interviews for Summer jobs?"

   or

   "Will you be in a position to employ some young adults this Summer?"

   or

   "Will you need any kind of extra help this Summer?"

A. (IF YES)

"That's great, Mr. _____. Let me get your requirements down on our Job Identification Form."

"Very good, Mr. _____. We're delighted to have your participation. I'll process the forms today and someone will be in touch with you to arrange for the interviews. Thank you very much and welcome to our program."

B. (If NO - SEE OBJECTION SHEET-OVERCOME 2 OBJECTIONS)

(IF UNABLE TO OFFER POSITION)

THEN SAY -

"I understand your position, Mr. _____. I'm sorry you have no jobs to offer, but perhaps you can sponsor a youth to work in a Community Agency this Summer."

"The sponsorship would cost just $950 and if you would like, you can choose the agency at which the youth would be employed. Would you be interested?"

IF NO -

"Do you feel that your company would be able to make a donation to the campaign?"

IF YES -

Give information: Checks should be made payable to: Corporate Community Job Project, Inc., and sent in care of CIBA-GEIGY Corporation, 444 Saw Mill River Road, Ardsley, New York 10502.

IF NO -

CLOSE

"Mr. _____, I want to thank you for taking time out of your busy day to speak with me. Let me give you our number in case your circumstances change. The number is (914) 478-3131."

SCRIPT II

"Good morning/afternoon. I'm calling for the Summer Jobs for Youth Campaign. Could you tell me the name of the person in charge of employment?"

GET NAME - "Thank you, may I speak to him/her?"

BEGIN TO FILL OUT JOB IDENTIFICATION FORM

"Hello, Mr./Mrs. _____. My name is _____. The reason I am calling is to speak to Leaders of the Community about the Summer Jobs for Youth Campaign headed this year by Charles Ziegler, Vice President of CIBA-GEIGY Corporation. The Westchester County Association and your local Chamber of Commerce have sponsored this program. Are you familiar with the Program?"

YES/NO/NOT INTERESTED

If not interested say - "Now may not be the opportune time to talk. Would you prefer I call you back?" - GET DATE AND TIME.

If not familiar say - "We are trying to find Summer jobs for young people between the ages of 16 and 21 by locating entry-level job openings in private businesses in the Westchester area. These young people need to earn money in order to continue their education. If you have any openings for entry-level jobs, this Summer we can provide you with pre-screened, highly motivated young people."

IF YES - "Excellent. We can provide you with pre-screened highly motivated young people."

"May we arrange some interviews for Summer jobs?"
or
"Will you be in a position to employ some young adults this Summer?"
or
"Will you need any kind of extra help this Summer?"

A. IF YES -

"That's great, Mr. _____. Let me get your requirements down on our Job Identification Form."

COMPLETE FORM

"Very good, Mr. _____. We're delighted to have your participation. We will be in touch with you to arrange for the interviews. Thank you very much and welcome to our program."

B. IF NO - SEE OBJECTION SHEET AND TRY TO OVERCOME 2

IF UNABLE TO OFFER POSITION, THEN SAY -

"I understand your position, Mr. _____. I'm sorry you have no jobs to offer, but perhaps you can sponsor a youth to work in a Community Agency this Summer?"

"The Sponsorship would cost just $950 and if you would like, you can choose the agency at which the youth would be employed."

IF NO -

"Do you feel that your company would be able to make a donation to the Campaign?"

IF YES -

Give information: Checks should be made payable to: Corporate Community Job Project, Inc., and sent in care of CIBA-GEIGY Corporation, 444 Saw Mill River Road, Ardsley, New York 10502.

CLOSE -

"Mr. _____, I want to thank you for taking the time out of your busy day to speak with me. In the event your circumstances change, I'm going to send you some information on the Program."

JOB COUNSELOR -

When calling back, ask for the "person to contact" from the Order Form. If party not available, ask to speak to someone in the Employment Office.

"Good morning/afternoon, Mr. _____, this is _____. I'm calling from the Summer Jobs for Youth Campaign. I'm calling to set up interviews for the (#) of jobs that your Company committed to our Program."

If the person voices an objection, NEVER, become annoyed or change tone of voice. The problem is probably just a lack of communication. For instance, if the party denies knowledge of the commitment, suggest the party speak to the original contact and you will call back.

OR IF THEY SAY -

"I've changed my mind" - try to reinforce program benefits. If still unable to secure job, leave your number in the event the person changes his mind again.

Attachment 7a

"SUMMER JOBS FOR YOUTH 1983" PLEDGE FORM

* Caller is responding to:
  - Chamber mailing _____
  - Advertisement (print) _____
  - Advertisement (radio) _____
  - Poster _____
  - Discussed at meeting _____
  - Other (identify) _____

* Is caller calling to make a job pledge?
  If YES, obtain the following information:

  - May I have your name please? _____
  - And what is your title Mr/Mrs (name)? _____
  - What firm do you represent? _____
  - May I have the address? _____
    _____
  - How many summer openings do you anticipate Mr/Mrs (name)? _____
  - What type of work would you be hiring for? [Obtain job titles, some basic job duties, the department of the firm where the youth would be employed, etc.] _____
    _____
    Wage to be paid is? _____
    Experience required/limitations? _____
    _____
  - Tell potential employer that his/her firm will be contacted by the State Job Service within the next week. They will call to obtain a very precise job order.
  - Ask caller if he/she should be contacted for the follow up, or will someone else be the contact for the follow up.

    Name? _____

    Telepnone number? _____

* Ask if caller has any specific questions at this time? (discribe briefly)

  _____

if YES

Please hold Mr/Mrs (name), I'll put you through to
[Mr. Berzanski
Ms. Andrews
Mrs. Humphrey
Ms. Thomas]

if NO

Thank you for pledging a job with the Private Industry Council Mr/Mrs (name). You'll be contacted within a week for a more detailed job order. You'll be briefed on the tax benefits and referral process at that time as well.

Attachment 7b

SAMPLE

Summer Jobs for Youth

Job Pledge/Corporate Contribution Form

Company Name _____

Address _____

_____

Contact Person _____ Title _____

Phone # _____

I. Job Pledge

No. of Jobs Pledged _____

Hourly Wage _____

Job Dates from _____ to _____

Job Schedule Days _____ Evenings _____

Minimum Age _____

Minimum Qualifications _____

Brief Job Description _____

Workplace location, if different than above _____

II. Corporate Contribution

Amount of Pledge _____

_____ _____

Name of Job Developer Date

Attachment 8a

William F. Olson
Peoples Westchester Savings Bank
Chairman
Summer Jobs For Youth

Alfred B. DelBello
County Executive

George J. Delaney
ConEdison
Chairman
Westchester Private Industry Council

James J. Curran, Jr.
Peoples Westchester Savings Bank
Project Director

Dr. George Nash
Acting Director
N.C. Employment & Training

Lloyd D. Jones
Director
Private Industry Council

Task Force members:

Arthur Bernacchia
Liberty Lines

Charles Biggar
I.B.M.

George Colin
Colin Service Systems, Inc.

Joan Gilbert
Texaco, Inc.

Jack Helm
A.T.&T. Long Lines

Irving Kern
Dellwood Foods

Sister Dorothy Ann Kelly
College of New Rochelle

John J. Krug
CIBA-Geigy

Octave LaBeet
Bank of New York

Mitchell Maples
Westchester Marriott

Rosalind Mariani
Yonkers Federation of Teachers

Lester Moran
Bloomingdale's

Edward J. O'Gorman, Jr.
NBW Division-Lincoln First Bank

Salvatore Quaranta
Mt. Vernon Chamber of Commerce

Richard Rumsey
Westchester-Rockland News

Richard Schaab
Union Carbide

Brenda Schofield
General Foods

S. J. Schulman
Westchester County Assn.

Valerie Somersille
Westchester Community Opportunity Program

Martha Sloan
Reader's Digest

Harold Vogt
County Chamber of Commerce

William Whalen
New York Telephone

Joseph Wyck
Westchester Coalition

Sal Zanfardino
CitiBank

John Zanzarella
WFAS WWYD Radio

JOBS

CIBA-Geigy Building #2, 444 Saw Mill River Road, Ardsley, N.Y. 10502

Dear

Your prompt response to the 1982 Westchester Summer Jobs for Youth Campaign is most gratifying. Besides hiring a motivated worker, you will be giving a young person valuable work experience, and a chance to earn needed funds.

Applicants are now being interviewed and screened by participating community organizations. Campaign Job Headquarters at CIBA-Geigy will open on April 12th. At that time, a staff specialist will call you to ascertain your exact job requirements, so that we may refer the most suitable candidates to you.

I am enclosing some background information and a brochure about the Targeted Jobs Tax Credit. In most cases, hiring a youth will entitle you to a 50% tax credit. Campaign staff will take care of the certification requirements.

Thank you for your participation in this important corporate community effort which is designed to be mutually beneficial to you and your future employees.

Sincerely,

James J. Curran, Jr.

James J. Curran, Jr.
Project Director

JJC/lc
Encl.

William F. Olson
Peoples Westchester Savings Bank
Chairman
Summer Jobs For Youth

Alfred B. DelBello
County Executive

George J. Delaney
ConEdison
Chairman
Westchester Private Industry Council

James J. Curran, Jr.
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Liberty Lines

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I.B.M.

George Colin
Colin Service Systems, Inc.

Joan Gilbert
Texaco, Inc.

Jack Heim
A.T.&T. Long Lines

Irving Kern
Dellwood Foods

Sister Dorothy Ann Kelly
College of New Rochelle

John J. Krug
CIBA-Geigy

Octave LaBeet
Bank of New York

Mitchell Maples
Westchester Marriott

Rosalind Mariani
Yonkers Federation of Teachers

Lester Moran
Bloomingdale's

Edward J. O'Gorman, Jr.
NBW Division-Lincoln First Bank

Salvatore Quaranta
Mt. Vernon Chamber of Commerce

Richard Rumsey
Westchester-Rockland News

Richard Schaab
Union Carbide

Brenda Schofield
General Foods

S. J. Schulman
Westchester County Assn.

Valerie Somersille
Westchester Community
Opportunity Program

Martha Strohl
Reader's Digest

Harold Vogt
County Chamber of Commerce

William Whalen
New York Telephone

Joseph Wyck
Westchester Coalition

Sal Zanfardino
CitiBank

John Zanzarella
WFAS WWYD Radio

JOBS

Dear Executive:

Thank you for participating in Summer Jobs for Youth/82. A copy of our Job Order Form for the jobs you have committed to the program is enclosed. Besides hiring motivated workers this summer, you are giving youth a chance to earn needed money and gain important experience.

Young workers screened by SJFY/82 will be referred to your company for job interviews. An employment counselor from the Westchester Community Opportunity Program will be contacting you to arrange convenient interviewing times.

Each young worker referred to you by WESCOP will present a card of introduction. Please help us by completing and mailing back the card after the interview.

Questions about the program which arise during the summer should be referred to WESCOP at 592-4415.

Thank you for your participation in this important community drive. We are certain that you and your new employees will find this program mutually beneficial.

Sincerely,

James J. Curran, Jr.

James J. Curran, Jr.
Campaign Director

William F. Olson
Peoples Westchester Savings Bank
Chairman
Summer Jobs For Youth

Alfred B. DelBello
County Executive

George J. Delaney
ConEdison
Chairman
Westchester Private Industry Council

James J. Curran, Jr.
Peoples Westchester Savings Bank
Project Director

Dr. George Nash
Acting Director
W.C. Employment & Training

Lloyd D. Jones
Director
Private Industry Council

Task Force members:

Arthur Bernacchia
Liberty Lines

Charles Biggar
I.B.M.

George Cohn
Cohn Service Systems, Inc.

Joan Gilbert
Texaco, Inc.

Jack Helm
A.T.&T. Long Lines

Irving Kern
Dellwood Foods

Sister Dorothy Ann Kelly
College of New Rochelle

John J. Krug
CIBA-Geigy

Octave LaBeet
Bank of New York

Mitchell Maples
Westchester Marriott

Rosalind Mariani
Yonkers Federation of Teachers

Lester Moran
Bloomingdale's

Edward J. O'Gorman, Jr.
NBW Division-Lincoln First Bank

Salvatore Quaranta
Mt. Vernon Chamber of Commerce

Richard Rumsey
Westchester-Rockland News

Richard Schaab
Union Carbide

Brenda Schofield
General Foods

S. J. Schulman
Westchester County Assn.

Valerie Somersille
Westchester Community Opportunity Program

Martha Stroni
Reader's Digest

Harold Vogt
County Chamber of Commerce

William Whalen
New York Telephone

Joseph Wyck
Westchester Coalition

Sal Zanfardino
CitiBank

John Zanzarella
WFAS WWYD Radio

JOBS

1982 SUMMER YOUTH JOBS CAMPAIGN

Our company wants to be part of the corporate community effort to give our young people a chance to be productive this summer. We will help in the following ways:

JOBS:

We will offer _____ summer jobs for this special campaign.

We have _____ jobs budgeted for summer 1982. We will allocate _____% of these jobs to eligible young people as our contribution to the campaign.

DOLLARS:

Operating Funds -- Although most of the campaign elements will be contributed by participating companies, there will be some operating costs. To help defray these expenses, our company will contribute $_____.

Community Interns -- $900 will sponsor a young person to work in a community agency this summer. Our company would like to sponsor _____ young community interns.

Contributions are Tax Deductible, make checks payable to:

"CORPORATE COMMUNITY JOBS PROJECT"

General Assistance: You can count on us to help. Please have a member of the campaign call me to discuss the form of our contribution.

Name _____ Title _____

Company _____ Phone No. _____

Address _____

_____

Contact Person For Follow Up _____

- Return Form To -
Summer Jobs for Youth
CIBA-GEIGY BUILDING #2
444 Saw Mill River Road
Ardsley, New York 10502

Attachment 8d

William F. Olson
Peoples Westchester Savings Bank
Chairman
Summer Jobs For Youth

Alfred B. DelBello
County Executive

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Octave LaBeet
Bank of New York

Mitchell Maples
Westchester Marriott

Rosalind Mariani
Yonkers Federation of Teachers

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Richard Rumsey
Westchester-Rockland News

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Union Carbide

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General Foods

S. J. Schulman
Westchester County Assn.

Valerie Somersille
Westchester Community
Opportunity Program

Martha Stroh
Reader's Digest

Harold Vogt
County Chamber of Commerce

William Whalen
New York Telephone

Joseph Wike
Westchester Coalition

Sal Zanfardino
Citibank

John Zanzarella
WPAS/WWYD Radio

JOBS

CIBA-Geigy Building #2 444 Saw Mill River Road Ardsley, New York 10502

Dear Executive:

We are sorry that you cannot make a commitment to the Summer Jobs for Youth Campaign at this time, but we appreciate your expression of interest.

Campaign Headquarters will remain open until July. Please call us at 478-3131 if any job openings develop in the future.

For your convenience we are also enclosing a Participation Card.

Sincerely,

James J. Curran, Jr.
Project Director

JOBS FOR YOUTH • BIG OR SMALL • THEY ALL COUNT

IV. Matching

As jobs are located, it is now necessary to match the employment opportunity with an appropriate candidate.

It is recommended that the recruitment and placement phase of the campaign be administrated by an experienced agency such as the Job Service or a community-based organization contracting with the county to administer youth programs as it will be a most time-consuming process even for staff with expertise.

A. Contacting Eligible Young People

1. Recruitment through Mail/Advertisement

In early spring, letters should be sent to local youth serving agencies, i.e. Youth Bureaus, community-based organizations, announcing the campaign and requesting referrals. In addition, recruitment may be conducted through agencies such as Social Services or Department of Labor to inform clients of the program. Enclosed in the ATTACHMENTS 9a and 9b are letters and a questionnaire used by the Town of Hempstead to recruit youth for the program which were mailed by the Social Services Department to its clientele. In addition, the Town of Hempstead announced the program to its former CETA summer workers through a letter (SEE ATTACHMENT 10). A sample recruitment form developed by the National Alliance of Business is also enclosed (ATTACHMENT 11).

Post flyers announcing the program in schools, community- based organizations and other key locations.

2. Recruitment through Telephone/Visits

Recruitment may be conducted through phone calls or visits to Employment and Training offices, schools, CBOs and youth serving agencies.

3. Recruitment through Publicity

Public Service Announcements, newspaper articles and ads may be helpful in recruiting youth for the program. If this method is used, however, be prepared to handle a great deal of applicants.

B. Identify Resource Needs

If adequate resources have not already been secured by the Task Force, the Matching Committee should identify those which need to be secured and a plan to obtain them. Resource considerations may include:

- location (if agency administering recruitment and matching cannot accommodate staff)
- equipment, i.e. furniture, telephone, utilities and supplies
- staff, i.e., for recruitment, screening, placement, job prep; loaned, paid (by whom), volunteers.

C. Applicant Interviews

Recruitment and placement staff should visit local schools or agencies to accept applications from interested candidates.

If a computer is being used for the program, it would be advantageous to code the application sites.

Staff should have flexible hours to meet with the applicants. Since high school schedules are usually more structured than that of colleges, reserve appointments for high school students after school hours to prevent youth from missing school time.

To prevent a large influx of young people on any one particular date, it may be helpful to identify young workers during winter school vacation periods if possible.

It is also advisable to expedite the screening process, by providing youth with a list of documentation they will need when they meet with counselors to determine eligibility (SEE ATTACHMENT 12).

D. Matching

If a computer is available for use by the project, sort jobs opportunities by geographic area and age qualifications so that only appropriate candidates are referred to the job. In addition, the computer can be programmed to record and sort the abilities and interests of applicants on command, thus upgrading the matching process by quickly referring the most qualified candidates for each available job.

A staff person should be designated as a liaison with the Job Developers to ensure an effectual flow of information.

E. Eligibility, Certification, Application

Although the Summer Jobs for Youth Campaign combines the public and private sector opportunities under one umbrella, it is recommended the eligibility be different. Certification and application may be the same depending on the county's recommendations.

1. Eligibility

Summer Jobs for Youth Campaign - The applicant should be aged 16-21 and a resident of one of the counties included in the Service Delivery Area. In keeping with the spirit of the campaign to serve those youth who are least capable of entering the labor market, the youth should be a member of a family with an income not greater than 150% of the Bureau of Labor Statistics Lower Living Standards. Young people from families with income above 70% but below the 150% requirement are only eligible for private sector jobs.

Please Note: Individuals who are members of families receiving Public Assistance should be notified that their employment under the Summer Jobs for Youth Campaign component of the program may jeopardize their AFDC or HR grants.

Summer Youth Employment Program - While the age and residency requirements remain the same, applicants need to be a member of a family with income under 70% of the Lower Living Standard. It is recommended these young people be eligible for jobs in both the public and private sectors depending upon the discretion of the interviewing counselor.

2. Certification

For Summer Youth Employment Program eligibility, documentation should be based on guidelines provided under the Job Training Partnership Act.

For Summer Jobs for Youth a shorter form may be desirable which should include a paragraph regarding the legal consequences of false statement. See Sample Form ATTACHMENT 13.

3. Application

It is advisable to develop a comprehensive application which is flexible in delineating level of skills, work experience and type of job desired. See Sample Application ATTACHMENT 14.

F. Orientation

Provisions should be made for youth to receive pre-employment training. It is recommended that youth attend three progressive sessions two hours in length. Ideally this should be scheduled prior to and during the first few weeks the youth begins working.

The orientation needs to be flexible to correspond to numerous variables including work schedules, accessibility for youth, etc. Perhaps sessions can be scheduled at various times (ex: M-W-F 8 a.m. to 10 a.m. or M-W-Thrs. 7 p.m. to 9 p.m.) in a variety of locations throughout the county.

Topics which should be addressed in the orientation include responsibility, timeliness, dress and behavior.* If possible, the session on proper attire may be conducted on an in-kind basis by a community retailer.

*Please note: The NYS Division for Youth has developed a comprehensive Prep for Employment Curriculum which is available for program operators. For further information, please contact the Youth Employment Unit, NYS Division for Youth, 84 Holland Avenue, Albany, NY 12208, (518) 473-8445.

It may be beneficial to provide youth with a summary of information critical to their employment. Program operators may want to develop their own materials or use those which have been developed by the National Alliance of Business (See "Pocket Resume" and "Job Checklist" enclosed in binder pocket).

It is recommended that individual counseling be available on an as-needed basis. Perhaps community-based organizations which are involved in the program could provide this service.

G. Tracking Placements

It is advisable that a detailed system for tracking referrals and placements should be in place well before the start of application or job registration.

As shown in ATTACHMENT 15, a postcard may be used to accomplish this. The left side of the card outlining the specifics of the interview is completed by the Summer Jobs for Youth recruitment and placement staff. The youth enters his/her name and address on the right side and takes the card with him/her on the interview. The employer completes the right side and returns to the Summer Jobs for Youth Campaign.

TIMETABLE FOR JOB MATCHING COMMITTEE

OCTOBER

NOVEMBER

- Secure office space

DECEMBER

- Set up computer system for job sorting, matching

JANUARY

FEBRUARY

MARCH

- Develop intake and application sites
- Begin youth recruitment

APRIL

- Continue recruitment of youth
- Screen and match youth with jobs
- Begin SJFY and TJTC eligibility certification

MAY

- Begin TJTC vouchering
- Start pre-employment training sessions for youth
- Begin making placements
- Continue Job Matching
- Youth begin working

JUNE

- Job Matching completed mid-June
- Continue referrals
- Continue pre-employment training sessions for youth
- Begin tracking placements
- Other youth begin work
- Youth Employment Counseling

JULY

- Continue tracking placements
- Continue youth employment counseling

AUGUST

- Continue youth employment counseling

SEPTEMBER

- Complete evaluation questionnaire

Attachment 9a

TOWN of HEMPSTEAD

DEPARTMENT OF OCCUPATIONAL RESOURCES

50 Clinton Street, Hempstead, N.Y. 11550 (516) 485-5000

THOMAS S. GULOTTA
Presiding Supervisor

JAMES D. BENNETT
Supervisor

CLINTON C. BOONE
Commissioner

Dear Public Assistance Recipient:

It appears that sufficient CETA funds may be available for the Department of Occupational Resources to offer a limited number of jobs to 14 and 15 year old youths from families receiving either Home Relief or Aid to Families with Dependent Children (HR or AFDC).

Although first preference will be given to eligible youths between the ages of 16 and 21, if additional CETA money remains available, eligible 15 year old, and then 14 year old, youths will be offered a summer job.

We are establishing a waiting list for 14 and 15 year old youths. In order to be eligible to participate in the program, an applicant must be no younger than 14 years old and no older than 15 years of age as of June 1, 1983. In other words, the birthday of the applicant must be no earlier than June 1, 1969.

This program will allow participants to work at various parks, school districts or community based organizations. Youths will have the opportunity to develop good work habits and basic work skills which they will find helpful when they begin to seek full time employment.

Youths can earn $3.35 per hour for up to 6 hours per day, for 5 days per week. The program will start on or about July 5, 1983 and will continue for approximately 7 weeks.

All who would like to apply for this year's summer program must fill out the enclosed card and mail it to the Department of Occupational Resources IMMEDIATELY!

THERE WILL BE A LIMITED NUMBER OF POSITIONS AVAILABLE. ACCEPTANCE OF THIS REGISTRATION CARD DOES NOT INSURE PLACEMENT. YOU WILL BE REQUIRED TO PROVIDE ADDITIONAL INFORMATION.

PLEASE DO NOT CALL THIS OFFICE. INFORMATION WILL NOT BE GIVEN BY PHONE. YOU WILL BE CONTACTED AFTER WE RECEIVE YOUR REGISTRATION CARD.

Very truly yours,

Clinton C. Boone

Clinton C. Boone
Commissioner

CCB/ekp
Attachment

Attachment 9b

TOWN of HEMPSTEAD

DEPARTMENT OF OCCUPATIONAL RESOURCES

50 Clinton Street, Hempstead, N.Y. 11550 (516) 485-5000

THOMAS S. GULOTTA
Presiding Supervisor

JAMES D. BENNETT
Supervisor

CLINTON C. BOONE
Commissioner

Dear Foster Care Parent:

It appears that sufficient CETA funds may be available for the Department of Occupational Resources to offer a limited number of jobs to 14 and 15 year old youths who have been placed in Foster Care by the Department of Social Services.

Although first preference will be given to eligible youths between the ages of 16 and 21, if additional CETA money remains available, eligible 15 year old, and then 14 year old, youths will be offered a summer job.

We are establishing a waiting list for 14 and 15 year old youths. In order to be eligible to participate in the program, an applicant must be no younger than 14 years old and no older than 15 years of age as of June 1, 1983. In other words, the birthday of the applicant must be no earlier than June 1, 1969.

This program will allow participants to work at various parks, school districts or community based organizations. Youths will have the opportunity to develop good work habits and basic work skills which they will find helpful when they begin to seek full time employment.

Youths can earn $3.35 per hour for up to 6 hours per day, for 5 days per week. The program will start on or about July 5, 1983 and will continue for approximately 7 weeks.

All who would like to apply for this year's summer program must fill out the enclosed card and mail it to the Department of Occupational Resources IMMEDIATELY!

THERE WILL BE A LIMITED NUMBER OF POSITIONS AVAILABLE. ACCEPTANCE OF THIS REGISTRATION CARD DOES NOT INSURE PLACEMENT. YOU WILL BE REQUIRED TO PROVIDE ADDITIONAL INFORMATION.

PLEASE DO NOT CALL THIS OFFICE. INFORMATION WILL NOT BE GIVEN BY PHONE. YOU WILL BE CONTACTED AFTER WE RECEIVE YOUR REGISTRATION CARD.

Very truly yours,

Clinton C. Boone

Clinton C. Boone
Commissioner

CCB/ekp
Attachment

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

BUSINESS REPLY MAIL

FIRST CLASS PERMIT NO. 47 HEMPSTEAD, N.Y.

POSTAGE WILL BE PAID BY ADDRESSEE

DEPARTMENT OF OCCUPATIONAL RESOURCES
TOWN OF HEMPSTEAD
50 CLINTON STREET 4th FLOOR
HEMPSTEAD, NEW YORK 11550

PLEASE PRINT CLEARLY !!

Last Name:_____ First Name:_____ M.I. _____
Street Address:_____ Soc. Sec. #_____
Village or Town:_____ State:_____ Zip:_____ Phone #:_____
Date of Birth:_____ Sex:_____ male _____ female
What High School District do you live in?_____
How old will you be on June 1, 198__? _____

1. _____ yes _____ no -- Are you currently enrolled in any Youth Program?
2. _____ yes _____ no -- Are you interested in private sector employment?
3. _____ yes _____ no -- Are you attending school now?
   If "yes"; Name of School:_____
4. _____ yes _____ no -- Are you a member of a family receiving public assistance or foster care?
   If "yes"; What is your Social Services Case # ?_____
5. _____ yes _____ no -- Do you expect to return to school in September?
   If "yes"; Which?: _____ _____ High School - _____ College

SIGNATURE OF APPLICANT:_____
(for applicant under the age of 18, parent or guardian must sign, indicating consent)

SIGNATURE OF PARENT/GUARDIAN:_____

Attachment 10

TOWN of HEMPSTEAD

DEPARTMENT OF OCCUPATIONAL RESOURCES

50 Clinton Street, Hempstead, N.Y. 11550 (516) 485-5000

THOMAS S. GULOTTA
Presiding Supervisor

JAMES D. BENNET
Supervisor

CLINTON C. BOONE
Commissioner

Dear Youth Worker:

The Town of Hempstead is once again offering a Summer Training and Employment Program. As in previous years, priority will be given to youth applicants who are presently in one of our programs. However, this summer our major emphasis will be in the private sector.

All 18 year olds and graduating seniors will be enrolled for private sector employment only. Employment schedules and wages will be determined by the employer. Hours per week and wages can exceed the guidelines established for our public sector program.

Our summer youth public sector program will allow you to work at various parks, school districts, and community organizations. You will also be provided with techniques to aid you in seeking and developing full-time employment. You can earn $3.35 per hour for up to 6 hours per day, for 5 days a week. You will start work on or about July 5, 1983, and will continue to work for approximately 8 weeks.

In order to be eligible, an applicant must be not younger than 16, and no older than 21 years, as of June 1, 1983. In other words, the birthday of an applicant must be no earlier than June 2, 1961, and no later than June 1, 1967.

All who would like to apply for this year's summer programs must contact their designated school coordinator and notify him/her of your intention to participate in this year's summer program.

THERE ARE LIMITED POSITIONS AVAILABLE. APPLICANTS WILL BE REVIEWED ON A FIRST-COME, FIRST-SERVED BASIS. ACCEPTANCE OF THIS REGISTRATION DOES NOT INSURE PLACEMENT. YOU WILL BE REQUIRED TO PROVIDE ADDITIONAL INFORMATION.

PLEASE DO NOT CALL THIS OFFICE. YOU MUST CONTACT YOUR COORDINATOR.

Very truly yours,

Clinton C Boone

Clinton C. Boone
Commissioner

SECTION 2 EXAMPLES - FORMS

SUMMER YOUTH PROGRAM RECRUITMENT FORM

Recruitment Objective _____ A. _____ B. _____ C.					
Eligibility Status _____ 1. _____ 2. _____ 3.					
Last Name	First	M.I.	Social Security No.	Date	Age
Street Address	City	State	Zip Code	Telephone No.	Education

List Major Types of Work Exp.	How long Worked	Type of Work You Desire
1.		1.
2.		2.
3.		3.
4.		
5.		Appplicants Signature DATE _____ _____ _____
List any special skills, Licenses, or Tools		If under 18 Parent's Signature: _____ DATE Work Permit Number _____

Note: This self assessment card is in lieu of a traditional job application. It is designed to save you time yet provides the necessary information to consider you for referrals to jobs. At the time of referral, you may be asked to complete a full application.

This form should be completed in duplicate

Attachment 12.1

Summer Jobs for Youth

Process for Enrolling

1. Complete Application

2. Return application to any application site or mail to:

3. Gather documentation (one from each category that is starred and one from each of the other categories, if applicable.

*Proof of Age:
a. Birth Certificate
b. Driver's License
c. School I.D. Card
d. Work Permit (if under 18)
e. Passport, Military ID

*Address:
a. Driver's License
b. Telephone Bill
c. Utility Bill
d. Rent Receipt
e. Voter Registration Card
f. Library Card
g. School ID Card
h. DSS Award Letter or Medicaid Card

*Citizenship/Alien Status:
a. Alien Registration Card
b. Passport
c. Birth Certificate
d. Voter Registration Card

*Family Income:
a. Pay Stubs (include for last 6 months) (all family members)
b. Unemployment Insurance Documents
c. Public Assistance Card or Award Letter
d. Award Letters for Veterans Administration and Social Security
e. Other letters/forms which may influence eligibility

Public Assistance/ Eligibility for Public Assistance	a. Public Assistance for current Medicaid Card b. Letter from Caseworker
Handicapped	a. Vocational Rehabilitation Agency letter b. Veterans Administration Letter c. Doctor's Letter d. Handicapped Vehicle Certification e. Letter from Committee on Handicapped
*Social Security Card	a. Pay Stub (with social security number) b. DSS ID Card c. Student ID (with social security number) d. Draft Registration Card

4. A Matching Counselor will call you and schedule an interview for you (and your parent or guardian, if you are under 18).

5. At the interview, the following will take place:

   a. Your eligibility will be determined, based on the documentation you provide.

   b. You and the Matching Counselor will discuss the employment opportunities available to you.

Upon successful completion of the above steps, you will be referred for a job.

Attachment 13

Summer Jobs for Youth Program

PLEASE READ THE FOLLOWING CAREFULLY: IT CONSTITUTES THE CONDITIONS UNDER WHICH YOU MAY BE EMPLOYED IN THE SUMMER JOBS FOR YOUTH CAMPAIGN.

1. All information that I have provided on this application is accurate to the best of my knowledge and subject to verification by Summer Jobs for Youth.

2. I authorize the Summer Jobs for Youth to validate any of the information contained herein, at their discretion.

3. I understand and agree that any material misrepresentation or deliberate omission of any fact on my application may be justification for termination from the Summer Jobs for Youth Campaign.

_____ _____

Signature of Applicant Date

Summer Jobs for Youth

APPLICATION

Application Site Code

Please complete this application clearly in pen. Put only one letter/number in each box.

1. Applicant's Name: Last First MI

2. Social Security Number

3. Date of Birth mo. day year

4. Street Address Apt. #

5. City State Zip Code

6. Telephone #

Indicate your telephone number, or a number where a message may be left for you.

7. Have you ever had a job?

___ Yes ___ No

8. If you answered yes to question 7, please complete the following information about your previous employment (include summer and part-time jobs).

Name of Employer	Name of Employer
Address	Address
Job Title	Job Title
Dates	Dates

9. There are many types of skills that people develop in school, at work, at home and through sports. List any special skills you have in the space provided below.

_____

_____

_____

10. Indicate in the space provided below, the type(s) of work for which you are interested in applying. Please list in order of preference.

1. _____ 3. _____

2. _____ 4. _____

11. Indicate the number which best describes your highest school grade completed. EXAMPLE: 10th grade = 10; first year college = 13. ⌊__⌋
If college student, indicate major: _____

12. Check this box if you hve a valid driver's license. ⌊__⌋
Check this box if you have a car available to you for work. ⌊__⌋

13. Check if you can work full time. ⌊__⌋ Indicate date you can start work. ⌊__|__⌋ mo. yr.

Indicate ending date. ⌊__|__⌋ mo. yr. Check if you can work this winter. ⌊__⌋

14. Indicate the number of family members in your household, including yourself. ⌊__⌋
Other than English, what language do you speak? _____

15. If you or your family is receiving Public Assistance, enter the appropriate code (if not leave blank). ⌊__⌋

1. Aid to Family with Dependent Children 2. Supplementary Security Income 3. Home Relief 4. Other

16. Indicate the total gross family income for the past six (6) months. Include all working members of your household. _____

I, the undersigned certify that all information given on this form is true. I understand that this statement is subject to verification. I further understand that any false statements may subject me to criminal prosecution under both New York State Penal Laws and Federal Law, and to Civil Action for return of all monies received.

_____ _____ _____

Applicant's Signature Date Parent/Guardian Signature

Applicants under 18 years of age must have their parent/guardian sign this form.

Attachment 15

NO POSTAGE NECESSARY IF MAILED IN THE U.S.

BUSINESS REPLY MAIL
FIRST CLASS PERMIT NO.

Postage will be paid by addressee

SUMMER JOBS FOR YOUTH CAMPAIGN

Name of Company: _____

Address: _____

_____

Date of Appointment: _____

Time of Appointment: _____

Location: _____

Position Interviewing For: _____

Name of Interviewer: _____

*If not returned within 10 days of interview date, employee will be contacted by SJFY staff.

Name of Youth: _____

Address: _____

_____

Results of Interview: Hired ☐

Job Title: _____

Not Hired:

a. Lack of Educational Qualifications ___

b. Lack of Job Specific Skills ___

c. Unsatisfactory Interview ___

d. Other: please specify _____

_____

V. Public Relations

Public Relations serves three vital purposes:

- it promotes the program;
- it helps to recruit participants and employers; and
- it educates the community.

Program operators should take advantage of every opportunity to inform people of the goals and operation of the program and should enlist the support of local public officials in publicizing the campaign on an on-going basis.

A sound, factual, and active public relations campaign promotes a favorable image with executives, the general public, and young people. It makes the campaign visible, and business, community leaders and young people proud to be a part of it. The Job Developer will have a far easier time soliciting job commitments if employers are already aware of the program and informed of its purpose via public relations exposure. Essential elements to an active campaign include:

A. Business Leaders Kick Off

A kick off event, such as a breakfast, luncheon, etc. should be designed specifically to involve the business community in creating summer jobs for youth. Hopefully, the costs can be absorbed by businesses involved in the project operation.

It is recommended that each member of the Task Force be asked to personally invite a minimum pre-determined number of guests. Extensive media coverage should also be given to the event.

B. Recognition Event

A second event, such as a breakfast, luncheon, etc. should be held for all the employers and those who worked on the campaign to report on the results of the program and to lay the foundation for the successive year.

A media presentation depicting the youth at work as well as recognition materials may be desired for this event.

C. Recognition Letters/Certificates

It is good business to send letters or certificates of recognition/appreciation to those who took part in the program. These should be sent to employers who participated in the program, organizations which made cash contributions, company/organization officers who provided professional expertise and/or resources, Job Developers, public agency volunteers, and those who donated time/resources for campaign publicity. See letters developed by Westchester County (ATTACHMENTS 16a - 16k).

D. Media Coverage

1. News Stories - Newsworthy events ensure media coverage. Progress reports, speeches by representatives of local companies on their experience and success in hiring youth who have benefited, the announcement of the summer job commitment drive or the appointment of a new chairperson or director, are all events that can produce news stories.

2. Media Briefings - A media briefing can be held to announce the summer employment program, explain its goals, and encourage recruitment. Others can report results or talk about plans for the future program.

E. Editorials

Favorable editorials can be a big boost. Editorial page editors and writers should be kept informed. If the program operator does not know these editors, ask for an introductory meeting.

F. Company In-House and Local Publications

Company in-house publications can be extremely helpful in communicating with middle managers, front-line supervisors, and others interested in knowing why their company is hiring and training youth. Such stories help demonstrate that top management is serious about the program and expects company employees to do their part in making it a success.

G. Press Inquiries

Whenever reporters make contact, the program operator should try to respond with a story. For example, the operator can suggest that the reporter talk to personnel managers at participating companies; but be sure to make such referrals only if a willing and articulate spokesperson is available.

H. Speeches and Meetings

Audiences of business people and community leaders are an ideal forum for communicating the program from which the director/coordinator can talk directly to the people who are vital to success.

I. Advertising

Advertising is an integral part of any campaign to inform the public about the program and to convince employers they should join the efforts. Public service advertising is preferred because it is carried by the media at no cost. Commercial ads are carried when air time or advertising space is bought by the sponsor.

J. National Alliance of Business Promotional Assistance

The National Alliance of Business, with assistance of the Advertising Council, develops effective public service advertisements for television, radio, newspapers and magazines and places them in the major media markets, throughout the country.

The material prepared for these national publications and networks also can be used locally. Copies of these advertisements can be obtained for local use from the National Alliance of Business Regional Service Offices.

A wide variety of other promotional materials, also adaptable to local use, have been developed by the National Alliance of Business. These include brochures, posters, flyers, bumper stickers, counter cards, and pocket resumes. See "Summer Jobs for Youth Promotional Material" (enclosed in binder pocket).

If local adaptation is not feasible, the advertisements can be carried with the National Alliance of Business as the contact, in which case listener or reader responses are promptly sent to the appropriate NAB Regional Service Office for forwarding to the program operator.

Some examples of these materials which were used in the 1983 summer program are provided in the binder pocket.

TIMETABLE FOR PUBLIC RELATIONS COMMITTEE

OCTOBER	NOVEMBER	DECEMBER
	- Secure office space if campaign headquarters cannot accommodate	

JANUARY	FEBRUARY	MARCH
	- Develop theme/logo - Begin design and printing of letters and public relation materials	

APRIL	MAY	JUNE
- Schedule kick-off event/press conference		

JULY	AUGUST	SEPTEMBER
- Publicize activities	- Campaign recognition event - late August	- Complete evaluation questionnaire

William F. Olson
Peoples Westchester Savings Bank
Chairman
Summer Jobs For Youth

Alfred B. DelBello
County Executive

George J. Delaney
ConEdison
Chairman
Westchester Private Industry Council

James J. Curran, Jr.
Peoples Westchester Savings Bank
Project Director

Dr. George Nash
Acting Director
W.C. Employment & Training

Lloyd D. Jones
Director
Private Industry Council

Task Force members:

Arthur Bernacchia
Liberty Lines

Charles Biggar
I.B.M.

George Colin
Colin Service Systems, Inc.

Joan Gilbert
Texaco, Inc.

Jack Helm
A.T.&T. Long Lines

Irving Kern
Dellwood Foods

Sister Dorothy Ann Kelly
College of New Rochelle

John J. Krug
CIBA-Geigy

Dave LaBast
AFL-CIO of New York

Mitchell Maples
Westchester Marriott

Rosalind Menaker
Yonkers Federation of Teachers

Lester Moran
Bloomingdale's

Edward J. O'Gorman, Jr.
NBW Division-Lincoln First Bank

Salvatore Quaranta
Mt. Vernon Chamber of Commerce

Richard Rumsey
Westchester-Rockland News

Richard Schaab
Union Carbide

Brenda Schofield
General Foods

S. J. Schulman
Westchester County Assn.

Valerie Somerville
Westchester Community
Opportunity Program

Martha Stroh
Reader's Digest

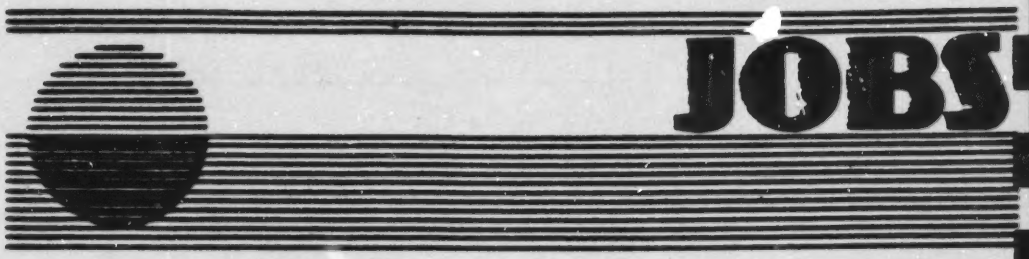
Harold Vogt
County Chamber of Commerce

William Whalen
New York Telephone

Jasson Wyck
Westchester Coalition

Sal Zanfardino
Pepsi

Jr. Zanzarella
WFAS, WWYD Radio



March 26, 1992

Mr. Jack McGowan
AT&T Long Lines
440 Hamilton Avenue
White Plains, N.Y. 10601

Dear Jack:

On behalf of the Westchester Private Industry Council and the Summer Jobs For Youth Task Force, I want to express our appreciation to you for your invaluable assistance in preparing the materials for the Jobs Campaign.

No matter what problem arose, you responded with an imaginative, positive approach, with the result that everything was in perfect order and in time to meet our tight time schedule.

Lloyd Jones and Jim Curran join me in thanking you for your outstanding cooperation.

Sincerely,

Rhoda Barr
Deputy Director
Westchester Private Industry Council

RB:jt

cc: Mr. Jack Helm, AT&T Long Lines
Ms. Elaine Ostrowski, AT&T Long Lines
Mr. James J. Curran, Jr., Peoples West. Savings Bank
Lloyd D. Jones, WPIC

William F. Olson
Peoples Westchester Savings Bank
Chairman
Summer Jobs For Youth

Alfred B. DelBello
County Executive

George L. Delaney
Consolidated
Chairman
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IBM

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Reader's Digest

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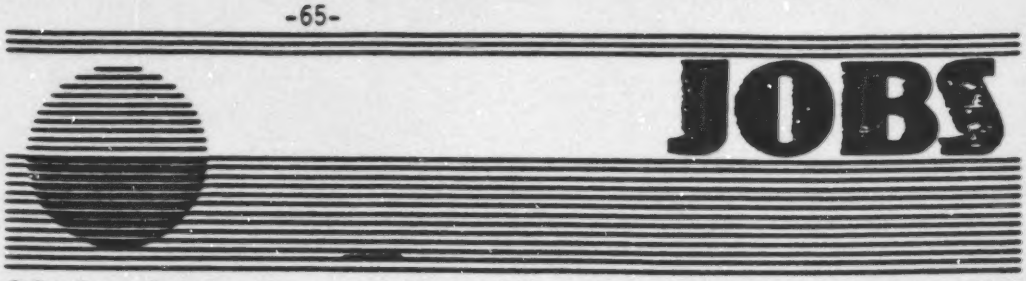
County Chamber of Commerce

William Whalen
New York Telephone

Jason Wise
Manchester Corporation

Joe Zambardino
Chase Bank

John Zambarella
WPAS-WNYC Radio



CIBA-Geigy Building #2 444 Saw Mill River Road Ardsley, New York 10502

April 19, 1982

Ms. Pat Rhuda
New York Telephone Company
10 County Center Road
White Plains, New York 10601

Dear Pat:

On behalf of the Summer Jobs For Youth Task Force, and the Westchester Private Industry Council, I would like to thank you for the outstanding job you did in developing and conducting the training program for the job developers in our 1982 Summer Jobs Campaign.

The success of the program will depend in large measure on the skill of our job developers. The training you designed thoroughly prepared them to be effective phone-solicitors.

Again, James Curran, Gregory Zimmer and Rhoda Barr join me in thanking you for the splendid job you did, particularly in such a limited time. Many young people will have a chance for a productive summer as a result of your help.

Sincerely,

Lloyd D. Jones

Lloyd D. Jones, Director
Westchester Private Industry Council

cc: Mr. William Whalen, N.Y. Telephone Co.
Ms. Marilyn Conway, N.Y. Telephone Co.

BEST COPY AVAILABLE

Attachment 16c

May 5, 1982

Mr. Gordon A. Thomas
Vice Pres. & General Counsel
ITT Continental Baking Company, Inc.
Law Department
P.O. Box 731
Rye, New York 10580

Dear Mr. Thomas:

On behalf of the Summer Jobs For Youth Task Force we want to express our appreciation for your contribution of $1600.00 to the 1982 Campaign.

Your generosity will help insure that Westchester's neediest young people will have a productive summer, with a chance to both earn and learn. We thought you would be interested to know that after one week, 650 jobs have been pledged by Westchester employers.

William Olson, Chairman of the Task Force and George Delaney, Chairman of the Westchester Private Industry Council, join me in thanking you for your generous support.

Sincerely,

James J. Curran, Jr.
Project Director

Lloyd D. Jones, Director
Westchester Private Industry Council

JJC/LDJ/dj

Attachment 16d

33 West Main Street, Elmsford, N.Y. 10523 (914) 592-4415

WESTCHESTER COMMUNITY OPPORTUNITY PROGRAMS, INC.

Employment and Training Program

May 24, 1982

Mr. Marshall M. Toppo
Office of Manpower Services
County Office Building II Room T-01
150 Grand Street
White Plains, New York 10601

Re: Summer Jobs For Youth

Dear Marshall,

I sincerely appreciate your efforts to disseminate the Summer Jobs For Youth information to the Department of Social Service recipients.

As always, you were a tremendous help to myself and our program. Thank you!

Sincerely,

O'Dean Mangum

O'Dean Mangum
Employment and Training Coordinator

OM/ram

cc: Phyllis Shearer
Rhoda Barr ✓
Valerie Somersille

A component of Westchester Community Opportunity Program, Inc.,
a private non-profit agency serving Westchester County, with offices in: Eastchester, Elmsford, Greenburgh, Mamaroneck, Mount Kisco, Mount Vernon, Ossining, Peekskill, Port Chester/Town of Rye, the Tarrytowns, White Plains, Yorktown Heights.

Attachment 16e

PEOPLES WESTCHESTER SAVINGS BANK

WILLIAM F. OLSON
PRESIDENT

June 8, 1982

Ms. Dolores Caldwell
Con Edison
210 Westchester Avenue
White Plains, New York 10604

Dear Ms. Caldwell:

Just a short note to express my deep personal appreciation for the outstanding job which has been done by the Job Developers for the Private Industry Council. We deeply appreciate your participation in this important project for disadvantaged youths of Westchester County.

Your hard work has helped hundreds of young people, who need and deserve an opportunity, to prove their worth. If our society is to succeed and prosper, there must be an open door and an opportunity for everyone to participate. Your active and energetic support has helped provide this opportunity.

On behalf of Peoples Westchester Savings Bank and myself, Jim Curran and Greg Zimmer, let me express our deep sense of personal appreciation. With all good wishes.

Sincerely,

Bill Olson

Attachment 16f

October 21, 1982

Mr. Arthur Bernacchia
Liberty Lines
475 Saw Mill River Road
Yonkers, New York 10703

Dear Mr. Bernacchia:

On behalf of the Summer Jobs For Youth Task Force, we want to express our appreciation to you for lending Maureen Connelly and Celia Pereira to us to assist in the Job Development Campaign.

They made a significant contribution, and it is not an exaggeration to say that without this assistance from you and other Westchester companies, we could not have had a Summer Jobs Campaign.

We are pleased to report to you that over 2,000 jobs were identified, and 96% of the employers who hired our young workers said they would participate again.

William Olson, Chairman of the Task Force and George Delaney, Chairman of the Westchester Private Industry Council, join me in thanking you for your support.

Your generosity helped to insure that Westchester's neediest young people had a chance to both earn and learn.

Sincerely,

Lloyd D. Jones, Director
Westchester Private Industry Council

LDJ/lc

cc: William F. Olson

Attachment 16g

JOHN M. PERONE
Assemblyman 91st District
Westchester County
Legislative Office Bldg
Albany N.Y. 12248
(518) 455-5879
DISTRICT OFFICE
315 Westchester Ave
Port Chester N.Y. 10573
DISTRICT PHONE
(914) 939-1906

THE ASSEMBLY
STATE OF NEW YORK
ALBANY

March 15, 1982

Mr. Sy Schulman
Westchester County Association
235 Mamaroneck Avenue
White Plains, New York 10605

Re: Summer Job Program

Dear Sy:

Just a short note to congratulate you, Sid and the rest of the Westchester County Association on your Summer Job Program for Westchester youths. Although I cannot contribute special monies to employ youths, please be aware that I am willing to participate in taking interns on in our district office, if you are in need of placing young people.

Congratulations again on yet another public spirited program from the Westchester County Business Community. Warmest personal regards.

Very truly yours,

John M. Perone
MEMBER OF ASSEMBLY

JMP/dtm

cc: Sidney P. Mudd, Joyce Beverages

Attachment 16h

April 29, 1982

Ms. Joan S. Gilbert
Community Relations Manager
Texaco Inc.
2000 Westchester Avenue
White Plains, New York 10650

Dear Ms. Gilbert:

On behalf of the Summer Jobs For Youth Task Force, we want to express our great appreciation to Texaco for hosting the Business Leaders Breakfast that launched the 1982 Summer Jobs Campaign.

We are pleased to report that the initial goal of 1,000 jobs has been reached - only two weeks since the Breakfast, and well ahead of the target schedule. The fine inauguration provided by Texaco surely was a major factor in this outstanding response.

William Olson, Chairman of the Task Force and George Delaney, Chairman of the Westchester Private Industry Council, join us in thanking you for your contribution. Your generosity has helped to insure that Westchester's neediest young people will have a productive summer, with the chance to both learn and earn.

Sincerely,

Lloyd D. Jones, Director
Westchester Private Industry Council

James J. Curran, Jr.
Project Director

LDJ:jt

Attachment 16i

June 15, 1982

Mr. Gregory Zimmer
Peoples Westchester Savings Bank
3 Skyline Drive
Hawthorne, New York 10532

Dear Greg:

On behalf of the Private Industry Council, Rhoda and I want to sincerely thank you for all the time and effort you put forth in assisting in getting our Summer Youth Program off and running. When Jim Curran told us he had a fine energetic person to carry the ball as his associate, now we know this was an understatement.

The professional manner in which you tackled the job development project was indeed commendable. The administrative measurement controls you implemented reflected in the daily charts not only let us all know what was being accomplished, but built a competitive spirit in your staff toward productive goals which surpassed our initial expectations.

I want to hasten to say that your dedicated and diligent attention given to this project reflects not only on you as a professional manager, but brings added credit to Peoples Westchester Savings Bank and the Private Industry Council.

Thank you Greg so very much for a top notch job and we hope we can call on you at a future date for your help.

Sincerely,

Lloyd D. Jones, Director
Westchester Private Industry Council

cc: William F. Olson
George J. Delaney
James J. Curran, Jr.

Attachment 16j

July 26, 1982

Mr. Warren Jackson
Gannett Westchester Newspapers
One Gannett Drive
White Plains, N.Y. 10604

Dear Warren:

Needless to say, thanks for the fine article covering our Summer Jobs Program. It was an excellent article and gave credit to all of those who made the program successful. Your acknowledgement that many more helped was certainly appreciated and hit the target.

Your emphasis placed on the partnership concept and driving that point home, will result in obtaining continued support from the private sector.

Thanks again for your spreading the word. By the way, Verna really enjoyed her tennis weekend. She said it was run very professionally and Tina did an excellent job. What can I say behind that?

Sincerely,

Lloyd D. Jones, Director
Westchester Private Industry Council

LDJ:jt

Attachment 16k

July 28, 1982

Mr. Brian Stone
General Manager
WPAS/WWYD
P.O. Box 551
White Plains, N.Y. 10602

Dear Brian:

As you are aware, the Summer Jobs For Youth Program is moving along very well.

We wanted you to know how much we appreciated your all out support in helping us pull our bus poster program together and the other auxilary assistance given us. We know that you had many responsibilities during this period, but the spirit of cooperation you displayed made us feel you have joined the Westchester family.

We are looking forward to seeing you at our Summer Jobs For Youth breakfast at the Marriott August 4th at 8:30 a.m.

Sincerely,

Lloyd D. Jones, Director
Westchester Private Industry Council

LDJ:jt

VI. Evaluation

The evaluation of the program should be conducted to ascertain its benefits, problem areas, etc. and to be used to plan for the succeeding year.

The composition of the Evaluation Committee may vary based on available resources. In some instances it may be possible to secure the assistance of a researcher/evaluator from a large corporation or educational program to lead this committee. In other cases, a graduate student or member of the community may have a special interest.

The evaluation needs to contain at least a statistical summary including data on youth program status, employer status and outcome. In addition, an evaluation of the youth's work performance and recommendations should also be included as well as participant and employer interviews. It may be helpful to have a very brief questionnaire for employers who have opted not to participate to ascertain their reasons and their recommendations.

The following forms provided in ATTACHMENTS 17a - 17f may be useful in evaluating a local campaign:

a. SJYP -- Youth Statistics
b. SJYP -- Employee Evaluation Form
c. SJYP -- Employer Questionnaire
d. SJYP -- Non-Participating Employer Questionnaire
e. SJYP -- Participant Questionnaire
f. SJYP -- Job Bank Sources

TIMETABLE FOR SUMMER YOUTH EVALUATION COMMITTEE

OCTOBER	NOVEMBER	DECEMBER
	- Committees hold first meetings	
JANUARY	**FEBRUARY**	**MARCH**
	- Develop evaluation	
APRIL	**MAY**	**JUNE**
JULY	**AUGUST**	**SEPTEMBER**
	- Program evaluation begins	- Evaluation completed late September

SUMMER JOBS FOR YOUTH PROGRAM YOUTH STATISTICS

Location:_____ Report Period:_____

I. Transactions:

A. Total Number Served in Program: _____

B. Age Breakdown of Participants Served:

	Number(s) of Youth		% of Total Youth Served
1.	_____	16	_____
2.	_____	17	_____
3.	_____	18	_____
4.	_____	19	_____

C. Race Distribution:

	Number(s) of Youth		% of Total Youth Served
1.	_____	Caucasian	_____
2.	_____	Hispanic	_____
3.	_____	Black	_____
4.	_____	Other	_____

D. School Status:

1. In-School:

		M	F
Full Time	_____	_	_
Part Time	_____	_	_

2. Out of School:

		M	F
Graduate/GED	_____	_	_
Dropout	_____	_	_
Other (specify)_____		_	_

E. Reasons for Termination:

	Number(s) of Youth	M	F
1. Dropped Out	_____	–	–
2. Medical	_____	–	–
3. Moved from Area	_____	–	–
4. Cannot Locate	_____	–	–
5. Disciplinary Reason (Job Related)	_____	–	–
6. Attitudinal Reason (Job Related)	_____	–	–
7. Other (Specify)	_____	–	–

Time Employed

____ Less than one week

____ 1-4 weeks

____ 5-8 weeks

____ over

F. Employer/Employee Status

1. Number of Employers contacted _____

2. Number of Participants Referred to Jobs _____

3. Number of Job Offers Made to Youth _____

4. Number of Youth Hired _____

5. Of Youth Placed, Number Using Targeted Jobs Tax Credit _____

G. Employed Population By Employment Type

a. Private Sector

		M	F
# participants	____	____	____
% of total	____	____	____

b. Public Sector

# participants	____	____	____
% of total	____	____	____

H. Follow-Up

For those successfully completing the program objectives, how many are currently:

		M	F
1. Employed Full-Time	_____	_____	_____
2. Employed Part-Time	_____	_____	_____
3. Involved in Training	_____	_____	_____
4. Not employed and/or in training, but actively seeking either.	_____	_____	_____
5. Not employed or in training, but unavailable for either due to school, AWOL, etc.	_____	_____	_____

		M	F
6. Unemployed and not seeking any type of work or training due to lack of motivation, interest, etc.	_____	_____	_____

For those working, indicate the number of youth employed in:

Private Sector	_____	_____	_____
Public Sector	_____	_____	_____

Attachment 1/b

SJYP EMPLOYEE EVALUATION FORM

DATE _____ WORKER _____

1. ATTENDANCE and TARDINESS - The students attendance and tardiness is offered as evidence of his potential work habits. This student indicates a record of:

   Excellent ____ Good ____ Poor ____ Attendance.

   Seldom ____ Frequently ____ Continually ____ Tardy.

2. WORK PERFORMANCE -

   Attitude _____

   Motivation _____

   Respect toward supervisors & peers _____

   Expertise developed _____

   Ability to take orders and carry them out efficiently _____

   _____

   Other _____

   _____

   Explain:

   Conclusions:

3. RECOMMENDATIONS:

   a) On the basis of the above, would you recommend the student to continue in this program next year YES ____ NO ____

      Explain:

   b) Would you recommend the student for permanent employment in the _____ _____ trade YES ____ NO ____

   c) If you do not recommend this student as a tradesman or trainee, would you recommend the student for a related field? If so, please specify such job titles.

      _____ _____ _____

      _____ _____

4. OTHER:

Supervisor's Signature _____

Attachment 17c

SJYP EMPLOYER QUESTIONNAIRE

1. a) Why did you choose to participate in the Summer Youth Employment Program?

   b) Did this program meet the expectations established by your business/agency?

2. Were there program staff available to you in the event of difficulties on the job?

3. Was the youngster(s) placed in your business/agency at an ability level equal to regular young employees?

   Was the youngster(s) placed in your business/agency at a job relevant attitude/behavior level equal to your regular young employees?

4. Would you be willing to participate in a similar program next year?

Attachment 17d

SJYP NON-PARTICIPATING EMPLOYER QUESTIONNAIRE

1. Why did you choose not to participate in the Summer Youth Employment Program?

2. What changes would you recommend in the program/clientele that, if instituted, would result in your participation?

Attachment 17e

SJYP PARTICIPANT QUESTIONNAIRE

1. Was this program helpful to you? How?

2. Was there a program staff available to you in the event of difficulties on the job?

3. Do you feel you were treated fairly by your employer?

4. Was your employer satisfied with your performance?

5. Would you like to see the program changed? How?

6. Would you be willing to participate in a similar program next year?

Attachment 17f

SJYP JOB BANK SOURCES

1. What private/public sector establishments participated in the SJYP?

2. What private/public sector establishments would you have liked to see involved in the SJYP?

3. Experience indicates that participating employers fall into three categories, from the standpoint of their availability to programs such as SJYP. These categories are:

   - Those employers placing SJYP candidates on equal footing with other prospective job candidates.
   - Those employers indicating a stated preference for SJYP candidates, but will consider other applicants.
   - Those employers agreeing to hire only SJYP youth for a given number of positions.

   a. Which job sources feel into each category?

   b. Which category appeared to offer participants the most meaningful summer work experience? Why?

   c. What are the advantages/disadvantages common to each category?

4. In your development and monitoring of each job bank source, what are some common pitfalls that you would advise a new program operator to avoid?